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ABSTRACT

This guidebook presents data from a two-part study that reviewed existing literature on soft work skills, defined soft skills, and determined their importance to employers. The study also identified programs that were teaching those skills. Researchers contacted 90 organizations, asking for detailed written materials about themselves. The 53 that offered soft skills training are included in this report. The guide presents working definitions of four types of soft skills: thinking/cognitive skills, oral communication skills, personal qualities/work ethic, and interpersonal/teamwork skills. It lists each organization, offering information on the organization's nature and mission; the specific set of soft skills for which training is offered; and the characteristics of each training program (e.g., structure, length, and target population). The programs at a glance section offers abbreviated information in matrix form about all 53 programs. A program summaries section presents contact and location information, describes the program, and includes duration of training, amount of time per week, followup services, and stipend/wages for participants. A list of programs by subject, population, and state is included. (SM)

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Soft Skills Training:

An Annotated Guide to Selected Programs

Wilhelmina A. Leigh,
Deitra H. Lee, and
Malinda A. Lindquist

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Joint Center for Political & Economic Studies

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Joint Center for Political and Economic Studies

Washington, DC

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The Joint Center for Political and Economic Studies informs and illuminates the nation's major public policy debates through research, analysis, and information dissemination in order to: Improve the socioeconomic status of black Americans; Expand their effective participation in the political and public policy arenas; and Promote communications and relationships across racial and ethnic lines to strengthen the nation's pluralistic society.

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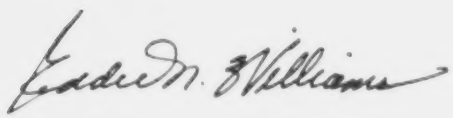
Foreword

The changing nature of the U.S. economy has made it more difficult than ever for low-skill workers to find gainful employment. Unfortunately, minorities will find the challenge even more daunting than others, as evidenced by the fact that their unemployment rates are much higher than those of white non-Hispanic workers. The challenge for those who wish to help disadvantaged workers acquire marketable skills is to provide training that meets the needs of the businesses with jobs to fill. It is in this vein that the people operating the Annie E. Casey Foundation's Jobs Initiative asked employers in their six Jobs Initiative sites what skills they wanted their job applicants to have. Many responded that they wanted workers who had "soft skills."

But what exactly are soft skills, and how to do you teach them? To answer those questions, the Casey Foundation commissioned a two-part study by the Joint Center for Political and Economic Studies. The first part of the study involved a review of existing literature on soft skills so that a working definition could be developed. That definition was then used to identify programs that were teaching those skills. The resulting research was reviewed by staff from Casey's six Jobs Initiative sites at two workshops on work readiness, one in Seattle, Washington, in October 1997, and the other in Denver, Colorado, in August 1998.

The positive feedback that the Joint Center received at these workshops and from people in the employment and training field led to the completion of two publications. In addition to this guide to programs that provide soft skills training, the Joint Center has completed a companion publication, *Soft Skills and the Minority Work Force: A Guide for Informed Discussion*, which includes working definitions of four types of soft skills. We hope that both publications will prove useful to policymakers, community leaders, and training providers in their efforts to enable workers to get jobs that will sustain them and their families. We thank the Annie E. Casey Foundation for supporting the research and preparation of the documents for publication and both the Casey Foundation and the W. K. Kellogg Foundation for covering the cost of printing and disseminating the documents to their interested audiences.



Eddie N. Williams
President

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Introduction

Employers, policymakers, and community job training programs are recognizing the importance of *soft skills* to success in the workplace. This program guide describes a cross section of organizations that offer soft skills training to job-seekers and is intended to provide information to staff members of training programs that support disadvantaged people as they enter and advance in the work force.

The research that resulted in this guide was supported by The Annie E. Casey Foundation to assist program staff at the Foundation's six Jobs Initiative sites in their mission to connect residents of disadvantaged communities with jobs.[1] The Foundation commissioned the Joint Center for Political and Economic Studies to conduct research related to soft skills. The first part of the research involved defining soft skills and assessing their importance to employers. The results of this study are summarized in a companion report by Cecilia A. Conrad, *Soft Skills and the Minority Work Force: A Guide for Informed Discussion*, also published (in 1999) by the Joint Center.[2] In the second part of the research, the Joint Center researchers contacted programs that offer employment training and were able to identify 53 programs that offer training in soft skills as we define them. This guide describes the programs identified. This introduction briefly discusses the definition of soft skills and their importance in employment, how we conducted the search for programs, and the structure of this guide.

Defining Soft Skills

Soft skills are defined as the nontechnical skills, abilities, and traits required to function in a specific employment environment to: deliver information or services to customers and coworkers; work effectively as a member of a team; learn or acquire the technical skills required to perform a task; inspire the confidence of supervisors and management; and understand and adapt to the cultural norms of the workplace. In particular, soft skills include four sets of workplace competencies:

- Thinking/cognitive skills
- Oral communication skills
- Personal qualities/work ethic
- Interpersonal/teamwork skills.

Important subskills for each of these are listed in the accompanying table, "Soft Skills Taxonomy."

Thinking/cognitive skills include the ability to identify problems and to consider and evaluate alternative solutions by weighing risks and benefits. Training programs listed in this report use a variety of terms to refer to skills in this set: critical thinking, cognitive modeling, problem solving, reasoning, and judgment, for example. *Oral communication skills* include effective listening and speaking. *Personal qualities/work ethic* include attributes such as punctual attendance and appropriate dress and grooming, which many believe reflect self-esteem and work motivation. Programs listed in the guide may also refer to skills in this set as professionalism, work habits, positive attitude, and task completion. *Interpersonal/teamwork skills* include the ability to negotiate, to participate as a member of a team, to serve clients and customers so as to satisfy their expectations, and to resolve conflicts maturely. This last category in many ways builds upon the first three sets of skills.

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[1] The six sites are Denver, Milwaukee, New Orleans, Philadelphia, St. Louis, and Seattle.

[2] A synthesis of this soft skills research was published in the January 1999 issue of FOCUS, the Joint Center's monthly magazine, in an article entitled "Soft Skills: A Bridge or Barrier to Employment?" by Cecilia A. Conrad and Wilhelmina A. Leigh.

Soft Skills Taxonomy

Thinking/Cognitive Skills

- Identifies problems
- Considers and evaluates alternative solutions, weighing their risks and benefits
- Formulates and reaches decisions logically
- Separates fact from opinion
- Adjusts to unanticipated situations by applying established rules and facts
- Works out new ways of handling recurring problems
- Determines what is needed to accomplish work assignments

Oral Communication Skills

- Communicates in oral messages appropriate to listeners and situations
- Understands and gives instructions
- Obtains, clarifies, and verifies information through questioning

Personal Qualities/Work Ethic

- Displays self-esteem
- Knows self-management
- Takes responsibility
- Expresses willingness to learn
- Is motivated
- Understands need for organization, supervision, rules, policies, and procedures

Interpersonal/Teamwork Skills

- Conducts self according to the expressed or unexpressed norms of a group and participates according to his or her talents
- Demonstrates respect for opinions, customs, and individual differences of others
- Handles conflict maturely
- Participates in group decisions
- Appreciates the importance and value of humor
- Offers and accepts criticism constructively

Importance of Soft Skills in Employment

In many venues, employers not only say that soft skills matter to them but act as if they do. In national inventories of skills needed for employment, in surveys of employers in specific industries and occupations, and in surveys of employers of entry-level employees, employers list the four sets of workplace competencies discussed here as essential to work-force productivity. They give better ratings to job applicants they deem to have soft skills than to applicants they deem to lack them, and workers with soft skills have been found to earn higher wages. Thus, soft skills may play an important role in entering into and advancing in the work force.

Methodology of Program Identification

The soft skills training programs included in this report were compiled using a snowball technique. We contacted by phone, fax, and mail the programs identified during the definition and employer survey part of the soft skills research. Once an appropriate program contact was identified, questions about the organization's programs were asked and referrals to other programs that offer soft skills training were sought. This process resulted in contacts with more than 200 organizations, including federal agencies (e.g., U.S. Department of Labor and U.S. Department of Housing and Urban Development), national service organizations, state employment agencies, and state welfare-to-work partnerships.

The following information was collected for each organization contacted: the organization's nature and mission, the specific sets of soft skills for which training is offered, and the characteristics of each training program (such as structure, length, and target population). Detailed written materials were solicited from each organization. Ninety organizations provided materials about their programs for our review, from which it was determined that the 54 programs included in this report offer training in soft skills as we define them.

This guide is not a comprehensive listing, and because of the data collection method used, the listed programs are not an unbiased, random sample of soft skills training programs. Nor are the programs distributed equally by region of the United States.[3] In particular, nearly a third of the programs featured are in Illinois because a reference document compiled by the welfare-to-work partnership in Chicago provided us with many fruitful contacts.[4]

Range of Soft Skills Training Programs

A variety of soft skills training programs are offered, emphasizing different training tools and somewhat different aims. Some, such as the Center for Employment and Training in San Jose, California, provide training in settings that simulate the workplace but have an open-entry, open-exit policy that allows individuals to train at their own pace. Others link soft skills training closely with vocational training. Goodwill Industries of Lane County, Oregon, for example, stresses teamwork skills in production and manufacturing training and emphasizes cognitive and communication skills in customer services training. The Greater West Town Community Development Project, in Chicago, Illinois, also provides both soft skills and technical training but clearly targets the technical training to the needs of specific local employers, including a woodworking firm that hires many of its trainees. Follow-up services are available for six months both to employers and to graduates of the Greater West Town program. Yet another example, IndEx, Inc., in Tulsa, Oklahoma, has structured its daily program to consist of four hours of work experience and four hours of customized classroom education (including soft skills training). As a final example, the Minneapolis Rehabilitation Center (Minnesota) is one of several programs that use job coaches to foster employee retention after placement.

The set of soft skills for which the greatest number of programs in this report offer training is personal qualities/work ethic: 98 percent offer training in this skill set. Interpersonal/teamwork skills training is offered almost as frequently: 93 percent offer this training. More than three-fifths (62 percent) of the programs in this guide offer training in all four sets of soft skills.

The majority of soft skills training programs in this report, 67 percent, target youth. Sixty-one percent of the programs target adults as well, while 41 percent target welfare recipients. Although many programs serve multiple target populations, only 4 percent serve all the major populations of interest (youth, adults, disabled/homeless, welfare recipients, and low-income). A large majority of programs (85 percent) provide follow-up services.

[3] Nineteen states are represented: California, Colorado, Florida, Illinois, Iowa, Massachusetts, Michigan, Minnesota, Missouri, Nebraska, New Jersey, New York, Oklahoma, Oregon, Pennsylvania, Rhode Island, Texas, Virginia, and Washington. Washington, D.C., is also represented, as is Toronto, Ontario, Canada.

[4] The document is entitled *Welfare to Work: Reaching A New Workforce (A Comprehensive Guide of Welfare to Work Resources and Services for Chicagoland Employers)*, and is the result of a cooperative effort by Sears, Roebuck, and Co., Bain and Company, Inc., and The Welfare to Work Partnership (Chicago, n.d.).

Structure of the Program Guide

This guide has two main parts: the Programs at a Glance section, which includes abbreviated information in matrix form about all 53 programs, and the Program Summaries section. The matrix lists the organizations alphabetically in the left-most column. Similar programs are listed together; for example, all Job Corps are under "J," with the first line of the entry reading "Job Corps" and the second line reading the specific site name (e.g., Denison Job Corps). The next two sets of columns indicate the types of soft skills training the program offers and the target populations it serves (youth, adults, disabled/homeless, welfare recipients, and low-income, respectively). The remaining columns list any technical skills training offered, indicate whether follow-up services are provided, and describe assistive services that are available. Examples of assistive services include job coaches; referrals or assistance for housing, food, transportation, child care, clothing, or legal aid; basic education, literacy, and GED programs; health benefits and addiction and psychiatric service referrals; and stipends or other training and work incentives. Information in the matrix for individual programs is described in greater detail in the program summaries.

The program summaries are also presented alphabetically. Each summary begins with the name, address, and phone number of the organization. The text includes brief information about the organization plus some detail about the training curriculum and the particular soft skills for which training is offered. These skill sets are italicized in the text. At the end of each entry, four items are summarized: duration of training, amount of training time per week, whether follow-up services are provided, and whether a stipend or wages are paid. Following the program summaries, a listing of Programs by Subject, Population, and State is provided to facilitate locating programs of special interest.

The range of institutional entities and programmatic structures reviewed in this guide is broad. We hope that the information provided can be used to guide the staff at Jobs Initiative sites and other job training programs as they plan and implement soft skills training for their clients. We also believe it can serve as a link among those who seek to develop effective strategies and innovative approaches to job training.

Programs at a Glance

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Note to Readers: In the matrix that follows, the terms "adult" and "youth" are applied as used by the individual programs, whose age definitions may vary from one another. Also note that check-marked populations and skills reflect program emphases and should not be read as exclusive. A check in a given "Populations Served" column, for example, does not indicate that the program restricts its services to that population. Nor does the absence of a check necessarily imply that a population is excluded from program services.

Organization Address	Soft Skills Training				Populations Served					Technical Skills Training	Post-Training Follow-Up	Assistive Services
	Thinking/Cognitive	Oral Communication	Personal Qualities/Work Ethic	Interpersonal/Teamwork	Youth	Adults	Disabled/Homeless	Welfare Recipients	Low-Income			
The Added Chance Program 1807 West Sunnyside Suite 1D Chicago, IL 60640			√	√	√				√	Not tied to technical skills training	√	Employer compensation, employer follow-up
Casa Central/ Employment and Training Program 1335 N. California Ave. Chicago, IL 60622	√	√	√	√		√		√		Housekeeping, hospitality, office skills, in-home child care, pantry cook/ kitchen aide, home health care aide, computer skills	√	Transportation services, child care referrals, literacy and GED classes, substance abuse/mental health and other health care services
Center for Employment and Training 701 Vine St. San Jose, CA 95110	√	√	√	√	√	√		√		Automated office skills, computer-aided drafting, sheet metal fabrication, facility maintenance, automotive mechanics, commercial food services	√	Basic education, stipend for farm workers
Central County Occupational Center/Program Metropolitan Education District 760 Hillsdale Ave. San Jose, CA 95136	√	√	√	√	√					Not tied to technical skills training		
Chicago Commons West Humboldt Employment Training Center 1633 North Hamlin Ave. Chicago, IL 60647	√	√	√	√		√		√		Nursing assistant; basic woodshop and carpentry; basic stocking, inventory, and shipping; automotive repair; service jobs; food service and chef training; hotel reception and housekeeping; mailroom and clerk; technical training off-site	√	Case management, child care, health benefits, family literacy, parenting classes, transportation assistance, Job Club, and job-related support groups and workshops

Organization Address	Soft Skills Training				Populations Served					Technical Skills Training	Post-Training Follow-Up	Assistive Services
	Thinking/Cognitive	Oral Communication	Personal Qualities/Work Ethic	Interpersonal/Teamwork	Youth	Adults	Disabled/Homeless	Welfare Recipients	Low-Income			
Children's Aid Society National Adolescent Sexuality Training Center 350 East 88th St. New York, NY 10128	√	√	√	√	√					Not tied to technical skills training. Main goal is to reduce teenage parenting.	√	Health benefits, family life and sex education, academic assistance, Job Club
Community TV Network 2035 West Wabansia Chicago, IL 60647	√	√		√	√				√	TV and video production	√	Summer employment
Conservation Corps (Los Angeles) 605 West Olympic Blvd. Suite 450 Los Angeles, CA 90015	√	√	√	√	√					Carpentry, plumbing, painting, electrician, laborer, environmental trades, recycling, disaster relief	√	Stipend, GED and college preparation, driver's education
Curtis and Associates, Inc.* Employment Communication Consultants St. James Square 124 West 25th St. P.O. Box 206 Kearney, NE 68848	√	√	√	√		√		√		Not tied to technical skills training	✧	
Curtis Park Community Center 929 29th St. Denver, CO 80205	√		√			√		√		General office skills, computer skills	√	Job Club, Internet access, GED preparation, employer and employee follow-up

* Curtis and Associates, Inc., has developed training material, which they sell. They also provide ongoing consulting services and trainers, and offer a workshop, Train the Trainers, for a fee.

✧ Follow-up services are not mandated by the curricula but may be offered by entities that use training provided by Curtis and Associates, Inc.

Organization Address	Soft Skills Training				Populations Served					Technical Skills Training	Post-Training Follow-Up	Assistive Services
	Thinking/Cognitive	Oral Communication	Personal Qualities/Work Ethic	Interpersonal/Teamwork	Youth	Adults	Disabled/Homeless	Welfare Recipients	Low-Income			
Dallas Youth Services Corps 501 North Stemmons Freeway Suite 200 Dallas, TX 75207	√		√	√	√					Computer skills, health training, construction technology	√	Living stipend, discounted transportation, child care, scholarships, grants
DePaul University Office of Applied Innovations Employment and Training Program 50 East Van Buren 20th Floor Chicago, IL 60605	√	√	√	√		√			√	Hospitality occupational skills training, customer service, food preparation, computer skills, health occupations	√	Transportation and child care assistance allowance
Erie Neighborhood House (La Casa Comunal de Erie) 1347 West Erie St. Chicago, IL 60622	√	√	√			√				Banking skills	√	
Focus:Hope FAST TRACK 1200 Oakman Blvd. Detroit, MI 48238		√	√	√	√	√				Computer application and manufacturing skills training available in related Focus:Hope programs	√	
Goodwill Industries of Lane County 855 Seneca Rd. Eugene, OR 97402	√	√	√	√		√	√	√	√	Computer/typing, production, recycling, clerical assistant, retail, assembly, secondary wood products manufacturing, landscaping, janitorial, telephone service	√	

Organization Address	Soft Skills Training				Populations Served					Technical Skills Training	Post-Training Follow-Up	Assistive Services
	Thinking/Cognitive	Oral Communication	Personal Qualities/Work Ethic	Interpersonal/Teamwork	Youth	Adults	Disabled/Homeless	Welfare Recipients	Low-Income			
Goodwill Industries of North Florida 4527 Lenox Ave. P.O. Box 60219 Jacksonville, FL 32236	√	√	√	√		√	√	√	√	Clerical skills, computer classes	√	Job coaches as needed
Goodwill Industries of Toronto 234 Adelaide St. East Toronto, ON M5A 1M9 Canada	√	√	√	√	√	√	√	√	√	Computer and data-base management, customer service, telecommunications	√	Stipend for class-work, wages for internship
Greater West Town Community Development Project 790 North Milwaukee Chicago, IL 60622	√	√	√	√	√	√	√	√	√	Woodworking, shipping and receiving, office skills, industrial skills	√	Employer compensation and retention support, participant referral and support services
Gulf Coast Trades Center P.O. Box 515 New Waverly, TX 77358			√	√	√					Auto technology, building trades, bricklaying and stone-masonry, culinary arts, construction/carpentry, painting and decorating, horticulture, cabinetmaking, office support services	√	Residential facility, health benefits, recreational activities, counseling, substance abuse services, GED preparation, driver's education
Home Care Associates of Philadelphia 1314 Chestnut St. 11th Floor Philadelphia, PA 19107	√	√	√	√		√			√	Certified Nursing Assistant, Certified Medicare Home Health Aide	√	Job coaches as needed

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Organization Address	Soft Skills Training				Populations Served					Technical Skills Training	Post-Training Follow-Up	Assistive Services
	Thinking/Cognitive	Oral Communication	Personal Qualities/Work Ethic	Interpersonal/Teamwork	Youth	Adults	Disabled/Homeless	Welfare Recipients	Low-Income			
IndEx, Inc. 116 East Brady Tulsa, OK 74103	√	√	√	√	√	√		√	√	Light manufacturing, assembly packaging, telecommunications, data entry, basic electronics, pneumatics, hydraulics, measurements, customer service, computer use	√	
The Inner Voice, Inc. Learning Center 1600 West Lake St. Chicago, IL 60612			√		√	√	√		√	Computer skills training	√	Adult basic education; literacy, and GED preparation; housing, food, and clothing assistance; health screening
Job Corps/ Denison Job Corps P.O. Box 610 Denison, IA 51442	√		√	√	√				√	Carpentry, painting, brick masonry, building and apartment maintenance, welding, business clerical, health occupations, culinary arts, unarmed security guard	√	Residential facility, health benefits, living allowance, educational programs for clients' children, transportation and clothing allowance, bonuses
Job Corps/ Hubert H. Humphrey Job Corps Center 1480 N. Snelling Ave. St. Paul, MN 55108	√	√	√	√	√				√	Office occupations, health occupations, culinary arts, building and apartment maintenance, painting and wallpapering	√	Housing and transportation assistance, bonuses, clothing allowance, GED preparation
Job Corps c/o U.S. Department of Labor Employment and Training Administration 200 Constitution Ave., NW, Room N-4507 Washington, DC 20210		√	√	√	√				√	Business and clerical, automotive trades, health occupations, construction trades, culinary arts, building and apartment maintenance, computer-related occupations	√	Health benefits, child care, incentive-based allowances, student leadership programs, transition assistance, readjustment allowance, driver's education

Organization Address	Soft Skills Training				Populations Served					Technical Skills Training	Post-Training Follow-Up	Assistive Services
	Thinking/Cognitive	Oral Communication	Personal Qualities/Work Ethic	Interpersonal/Teamwork	Youth	Adults	Disabled/Homeless	Welfare Recipients	Low-Income			
Jobs for America's Graduates 1729 King St. Suite 200 Alexandria, VA 22314	√	√	√	√	√					Not tied to technical skills training	√	
Jobs for Youth (Chicago) 50 East Washington St. Fourth Floor Chicago, IL 60602		√	√	√	√				√	Not tied to technical skills training	√	Counseling, GED preparation
Lakefront Single Room Occupancy/ Tenant Employment Program 4946 North Sheridan Rd. Chicago, IL 60640			√	√		√	√		√	Linkages to training in hospitality industry, construction and property management, computer skills	√	Referrals to literacy and other programs, Job Club
Lester and Rosalie Anixter Center/ The Factory Program 6610 North Clark St. Chicago, IL 60626			√	√	√		√	√	√	Office/computer technology, light assembly and packaging, manufacturing	√	Counseling, health education, on-site support and consultation
Los Angeles County Office of Education GAIN Job Services 9300 Imperial Hwy. Downey, CA 90242			√	√		√		√		Not tied to technical skills training	√	Transportation and child care arrangements during job search portion of training
MacKinnon Training Center 114 Pleasant St. Southbridge, MA 01550	√	√	√	√	√	√			√	Not tied to technical skills training	√	

Organization Address	Soft Skills Training				Populations Served					Technical Skills Training	Post-Training Follow-Up	Assistive Services
	Thinking/Cognitive	Oral Communication	Personal Qualities/Work Ethic	Interpersonal/Teamwork	Youth	Adults	Disabled/Homeless	Welfare Recipients	Low-Income			
Minneapolis Rehabilitation Center 1900 Chicago Ave. Minneapolis, MN 55404		√	√	√	√	√	√		√	Office/computer technology, computer programming, computer-aided drafting	√	Employment retention services (employer training), job coaches and long-term on-the-job support as needed
Northern Minnesota Workforce Center/ City of Duluth Job Training Program (GEAR Up!) 332 City Hall 411 West First St. Duluth, MN 55802	√	√	√	√	√	√				Not tied to technical skills training	√	
Operation Uplift Training Institute 100-104 South Fifth Ave. Maywood, IL 60153		√	√	√		√				Computer training, construction	√	Transportation assistance, career counseling, transitional health benefits
Private Industry Council Training Institute 415 Washington St. Suite 104 Waukegan, IL 60085	√	√	√	√	√	√				Not tied to technical skills training		GED preparation, transportation assistance, incentive payments based on attendance and performance
Project QUEST, Inc. 301 South Frio Suite 400 San Antonio, TX 78207	√	√	√	√		√			√	Not tied to technical skills training	√	Group counseling

Organization Address	Soft Skills Training				Populations Served					Technical Skills Training	Post-Training Follow-Up	Assistive Services
	Thinking/Cognitive	Oral Communication	Personal Qualities/Work Ethic	Interpersonal/Teamwork	Youth	Adults	Disabled/Homeless	Welfare Recipients	Low-Income			
Public/Private Ventures* (Work Matters) One Commerce Square 2005 Market St. Suite 900 Philadelphia, PA 19103	√	√	√	√	❖	❖	❖	❖	❖	Not tied to technical skills training	*	
St. Paul Rehabilitation Center 709 University Ave. St. Paul, MN 55104	√	√	√	√	√	√	√	√	√	Manufacturing and mechanics	√	
South Shore Community Action Council, Inc. 265 South Meadow Rd. Plymouth, MA 02360			√			√		√		Basic computer skills, commercial driver's licenses, preschool teacher, food handler, office skills	√	Adult basic education, secondary education, internship
STRIVE East Harlem Employment Service 1820 Lexington Ave. New York, NY 10029	√	√	√	√	√	√		√	√	Telecommunications, financial services, environmental technology, word processing, typing, business skills	√	Extended services for housing, employment, and domestic needs for trainees after program completion
STRIVE Metropolitan Career Center 162 West Chelten Ave. Philadelphia, PA 19144	√	√	√	√	√	√				Not tied to technical skills training	√	Basic skills building, counseling

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* Public/Private Ventures develops training curricula. It does not provide training.

❖ Target of given program only indirectly, if curricula are used with them.

* Follow-up services may be offered by entities that use the Work Matters curriculum, but follow-up is not mandated by the curriculum.

Organization Address	Soft Skills Training				Populations Served					Technical Skills Training	Post-Training Follow-Up	Assistive Services
	Thinking/Cognitive	Oral Communication	Personal Qualities/Work Ethic	Interpersonal/Teamwork	Youth	Adults	Disabled/Homeless	Welfare Recipients	Low-Income			
The University of Rhode Island Guaranteed Admissions Program JTPA Summer Employment Initiative* URI Urban Field Center 80 Washington St. Room 302 Providence, RI 02903	√	√	√	√	√					Conducting research (past topics have included medical and health industries, toys and games, and a park's history), learning all aspects of an industry, setting up businesses		
Vocational Foundation, Inc. 902 Broadway New York, NY 10010	√	√	√	√	√			√		Construction and drafting inspection, computer and office technology, hospitality (travel and tourism), fashion, service	√	Basic education, GED preparation, counseling
Washington Works, Inc. The Lowman & Hanford Building 616 First Ave. Fifth Floor Seattle, WA 98104	√	√	√	√		√		√	√	Customer service, computers, administrative skills, nursing assistant training	√	Basic education, counseling
Work Connections Center/Job Council of the Ozarks 1514 South Glenstone Springfield, MO 65804	√	√	√	√		√		√	√	Basic computer skills	√	
Work Connections Center/Ozark Action, Inc. 710 East Main St. West Plains, MO 65775	√	√	√	√		√		√	√	Not tied to technical skills training	√	On-the-job training

* This program no longer operates.

Organization Address	Soft Skills Training				Populations Served					Technical Skills Training	Post-Training Follow-Up	Assistive Services
	Thinking/Cognitive	Oral Communication	Personal Qualities/Work Ethic	Interpersonal/Teamwork	Youth	Adults	Disabled/Homeless	Welfare Recipients	Low-Income			
The Work Group (Youth Corps) 3720 Marlton Pike Pennsauken, NJ 08105	√		√	√	√					Not tied to technical skills training	√	Basic skills training, GED preparation, stipend for community service and work experience, counseling
Worker Training and Assistance Program (WTAP) c/o U.S. Department of Labor 200 Constitution Ave., NW Washington, DC 20210	√	√	√	√		√		√		Not tied to technical skills training		Wages paid for time in training
The Workforce Development Council 2604 East Dempster Suite 502 Des Plaines, IL 60016	√	√	√	√	√	√		√	√	Basic nursing assistant, secretarial and administrative, basic computer training		
Youth Guidance 53 West Jackson Blvd. Suite 950 Chicago, IL 60604	√	√	√	√	√			√		Not tied to technical skills training		Mentoring, assistance in finding part-time job
YouthBuild McLean County 1312 West Monroe St. Bloomington, IL 61701	√	√	√	√	√					Construction and building trades	√	Stipend for training and work, credit toward high school diploma, counseling
YouthBuild Philadelphia 619 Catharine St. Philadelphia, PA 19147	√	√	√	√	√					Construction trades	√	Stipend for training and work, credit toward high school diploma, counseling

Organization Address	Soft Skills Training				Populations Served					Technical Skills Training	Post-Training Follow-Up	Assistive Services
	Thinking/Cognitive	Oral Communication	Personal Qualities/Work Ethic	Interpersonal/Teamwork	Youth	Adults	Disabled/Homeless	Welfare Recipients	Low-Income			
YouthBuild Rockford Midwest Correctional Services 310 South Avon St. Rockford, IL 61102	√	√	√	√	√					Construction and building trades	√	Stipend for training and work; child care services; housing referrals for trainees who need transitional housing or rent subsidies; higher education or job referrals
YouthBuild U.S.A. 58 Day St. P.O. Box 440322 Somerville, MA 02144	√	√	√	√	√					Construction trades	√	Stipend for training and work; bonuses; counseling; linkages to resources for health care, housing, child care, and legal services; addiction and psychiatric service referrals; GED preparation; college and job placement

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Program Summaries

The Added Chance Program
1807 West Sunnyside, Suite 1D
Chicago, IL 60640
(773) 728-4030

Established in 1995 and operated by the Alternative Schools Network, the Added Chance Program creates linkages between disadvantaged youth (18 to 23 years of age) and local area employers. Youth who enter the program are screened and tested to assess their vocational and educational skill levels. The duration of the program varies between 25 hours and 4 weeks, depending on the needs of the individual participants.

The Added Chance Program offers workshops that sharpen basic skills and prepare youth to enter the labor force. The primary goals of the workshops are to build enthusiasm for work as well as initiative in the workplace. These work-force preparation workshops cover topics such as *creating positive interpersonal relationships, completing tasks* efficiently and effectively, and *maintaining positive attitudes and behaviors* on the job. The amount of time spent in the workshop training varies, again depending on the skill levels of the participant. However, the average time spent in training per week is 20 hours. Throughout the workshops, the participant's performance and attitude are evaluated.

Once the youth have successfully completed each of the required workshops and acquired sufficient basic skills, their personal career plans and the needs of local area employers are compared to find a good employee-employer match. First-time entry level workers who complete the Added Chance Program are eligible for the Limited Internship Program (LIP), in which employers who hire them receive a wage reimbursement to compensate for the first 3.5 weeks of on-the-job training. Each participant who completes the Added Chance Program and obtains employment is guaranteed at least 180 days of follow-up services. During this period, program officers maintain contact with employers as well to ensure that their needs are being met.

Duration of training: Varies (25 hours to 4 weeks) based on each individual's needs

Amount of time per week: Average 20 hours

Follow-up services: Minimum of 180 days

Stipend/Wages for participants: Not provided

Casa Central/
Employment and Training Program
1335 North California Avenue
Chicago, IL 60622
(773) 276-7378

Casa Central was established in 1954 to encourage and promote self-sufficiency among Hispanic individuals and families in the metropolitan Chicago area. The organization offers a comprehensive system of 25 programs that focus on the special needs of this population. One of these programs, New Beginnings, highlights vocational and soft skills training.

New Beginnings was created in May 1998 as a tool to help adult Spanish-speaking and bilingual welfare recipients attain and maintain employment. The program provides vocational training in areas such as housekeeping, hospitality, office skills, in-home child care, pantry cook/kitchen aide, and home health care aide. Additional training is offered in computer skills, literacy, job readiness, and life skills. The duration of the program is 6 to 10 weeks, with a minimum of 120 training hours.

The job readiness component of the program highlights soft skills as a part of the 10-module curriculum. The 10 modules include motivation for work, resume development and job application form completion, employment interviews, telephone techniques, *communication* and *interpersonal relationships, problem solving, time management, making decisions,* evaluation, and adapting and planning for the future.

During and after training, participants can take advantage of the participant assistance services (i.e., employability assessment and employment counseling), supportive services and referrals (i.e., transportation, child care referral, substance abuse/mental health treatment, and other health care services), and job placement services. These services are made available to participants for a maximum of one year after they complete their training.

Duration of training: 6-10 weeks

Amount of time per week: Maximum of 20 hours

Follow-up services: 1 year

Stipend/Wages for participants: Not provided

Center for Employment and Training
701 Vine Street
San Jose, CA 95110
(408) 287-7924

The San Jose Center for Employment and Training (CET), established in 1967, oversees 39 CET programs nationwide. CET trains dislocated farm workers, past criminal offenders, out-of-school youth, individuals with limited English proficiency, and welfare recipients in a variety of areas such as automated office skills, computer-aided drafting, sheet metal fabrication, facility maintenance, automotive mechanics, and commercial food services. In addition to technical skills training, CET offers training in basic educational skills and extensive life and workplace know-how skills.

The program does not test applicants as a prerequisite for entry. It has an open-entry, open-exit policy that allows participants to train at their own pace. However, CET's training is intensive; participants attend five days a week, from 35 to 40 hours, for an average of seven months. CET gives a stipend of $8 a day to the dislocated farm workers in the program. After placement, CET staff follow up with the participant for as long as necessary.

CET's training environment simulates the workplace. Students sign up for a job and are expected to work eight hours, arrive on time, and take scheduled breaks. Specific soft skills that are focused on include *interpersonal/teamwork skills, personal qualities, thinking/cognitive skills,* and *communication skills*.

Duration of training: Varies, average is 7 months

Amount of time per week: 35-40 hours

Follow-up services: Indefinitely

Stipend/Wages for participants: $8 a day for dislocated farm workers only

Central County Occupational Center/Program
Metropolitan Education District
760 Hillsdale Avenue
San Jose, CA 95136
(408) 723-6400

As a part of their high school curriculum, the Central County Occupational Center/Program, a unit of the Metropolitan Education District, created a Workplace Survival Skills course in 1995. This course offers high school students a hands-on approach to soft skills training. The objectives of the course are to impart *basic communication, team building,* and *problem solving skills* to enhance students' understanding of the importance of soft skills in the labor force, as well as to improve their marketability to employers.

The duration of the program is four months. It is scheduled five days a week, seven and a half hours a day. The first three months of this semester-long course focus on the theory and practice of *communication, team building,* and *problem solving*. The last month allows the students to apply these newly learned skills to a real-life situation. During this final month, school administrators present the class with a real-world problem. The students work on problem solving in teams and present their findings and recommendations to the school administration at the conclusion of the semester. At the end of the course, the instructor evaluates the students' *communication skills, ability to think critically,* display of effective *personal qualities* and *attitudes,* and *ability to work successfully in teams.*

Duration of training: 4 months

Amount of time per week: 37½ hours

Follow-up services: None

Stipend/Wages for participants: Not provided

Chicago Commons
West Humboldt Employment Training Center
1633 North Hamlin Avenue
Chicago, IL 60647
(773) 772- 0900

The Chicago Commons West Humboldt Employment and Training Center, established in 1991, has as its mission to serve the "hardest to serve" populations, particularly long-term, female welfare recipients. The sole eligibility criterion for services is that interested participants be at least 21 years of age. The primary goal of the organization is to "find pathways to self-sufficiency through employment," which is done by assisting each participant to gain the skills and training she or he needs to become economically independent.

Chicago Commons provides its clients with a comprehensive package of services, including adult education classes in conjunction with job training in areas such as nursing assistant, basic woodshop and carpentry, basic retail skills, service jobs (e.g., food service, hotel services), and mailroom clerk. Case management, career counseling, health benefits, child care, and family literacy services are also offered. State subsidies (maximum $88 a month) are given to the trainees to help with transportation. In exchange for these services participants are required to make a time commitment of 20 hours a week. This commitment continues until each participant has reached her or his educational, occupational, and personal goals. Thus, the duration of the program varies.

The seven core components of the Chicago Commons program are Life Skills, Comprehensive Case Management, Education and Training, Employment Training Counseling, Child Care, Lebotek (parenting skills), and Health and Medical Case Management. During the first four weeks of the program, each client completes a life skills assessment that addresses a variety of issues ranging from career goals and life experiences to the incidence of depression and domestic violence in her or his life. Participants also are invited to attend weekly support groups where they help each other solve real-life personal problems. Case managers facilitate these groups and monitor each participant's problem solving technique.

The majority of the soft skills training occurs in the Education and Training or classroom component of the program. Here, the participants learn basic skills in conjunction with workplace competencies. Learning is student-centered, and participants are taught how to *think critically*, as well as how to *work cooperatively in a team environment*. Chicago Commons also uses a broad array of assessments to ensure that the needs of individuals with lower levels of literacy are being met. The classroom exercises used with populations with limited literacy stress job-related *interpersonal* and *communication skills*. Chicago Commons also offers Advance Preparation courses, which are classroom and work-site based, to further develop their clients' *cognitive skills*.

Towards the end of the classroom component of the program, employment and training specialists offer each participant individualized services, such as training and vocational program referrals, direct employment placement, career counseling, and financial planning. Clients also are able to attend Job Club support groups (for tips on searching for employment) and a series of work-related workshops (e.g., Business Communication and Getting Promoted).

For two years after participants exit the program and move into employment or on to continued training and college, they retain access to the support services they were able to access while actively participating in the program. •

Duration of training: Duration varies, based on individual educational, occupational, and personal goals.

Amount of time per week: 20 hours

Follow-up services: 2 years

Stipend/Wages for participants: Subsidy for transportation, maximum of $88 a month

Children's Aid Society
National Adolescent Sexuality Training Center
350 East 88th Street
New York, NY 10128
(212) 876-9716

The Children's Aid Society established the National Adolescent Sexuality Training Center in 1985. Since 1985, the program has been replicated in six sites in New York City. The National Adolescent Training Center's philosophy is to offer long-term training/assistance to its participants, many of whom begin as junior high school students and remain with the program until they have completed high school.

The Center's mission is to reduce teenage parenting by helping youth create more positive life alternatives. In pursuit of this mission, the Center provides an array of services to youth (young teenagers to college students) and their parents. These services include a family life and sex education component, medical and health services, mental health services, academic assessment and homework assistance, and a self-esteem and sports program, as well as a Job Club and career awareness component. Program participants also receive assistance in job searches.

While the primary goal of the organization is to reduce teenage parenting, helping youth obtain the skills they need to be successful in the labor force is viewed as an important approach to lowering the rate of teenage parenting. Research has shown that youth who feel they have a bright future, full of meaningful employment opportunities, are less likely to become young parents. For this reason, the Center incorporated the Job Club into its program, and it has become their most well-attended workshop (89 percent). The Job Club is a workshop that meets weekly for two hours. In order to learn about the world of work, participants must obtain a Social Security card, learn how to complete working papers accurately, complete an employment application, open a bank account, and prepare a resume. Adapted from Public/Private Ventures' Work Matters curriculum, the Center's Job Club helps program participants develop *problem solving skills, positive interpersonal work relationships, teamwork* and *communication skills,* and the general *work habits* and *personal qualities* individuals need to be successful in the workplace. Those who complete the entire program—both youth and their parents—are guaranteed admission to either Hunter College or Brooklyn College in New York.

Duration of training: Varies, based on individual educational, occupational, and personal goals

Amount of time per week: Varies, based on the resources of the program site; 2 hours per week for Job Club that offers soft skills training

Follow-up services: Indefinitely

Stipend/Wages for participants: Not provided

Community TV Network
2035 West Wabansia
Chicago, IL 60647
(773) 278-8500

The Community TV Network works with low-income, inner city youth (children through young adults). Established in 1974, the Community TV Network administers a variety of programs in public schools and alternative high schools. The Network also runs a summer youth employment program. In each of these program settings, the Network strives to build the *critical thinking skills, communication skills, self-empowerment,* and *self-esteem* of youth. Whether working with 9-year-olds or 19-year-olds, the Network uses the media to improve the soft skills of program participants. Youth are challenged to *think critically* about the media and improve their *communication skills* through the writing and rewriting process.

In conjunction with this soft skills training, youth are trained in a variety of technical skills ranging from video production and lighting to script writing. Participants in the summer employment program learn and apply more advanced technical and nontechnical skills. Duration of the training varies from program to program. While some public schools may participate in projects that last one week, others may offer a semester- or year-long program. Youth attend workshops for an average of four hours a day, five days a week.

The Network also offers two very unique opportunities to urban youth, *Hardcover* and Video Services. *Hardcover*, which airs on Chicago cable channel 19, is a youth-run, -written, and -produced biweekly program that tackles a variety of challenging topics. *Hardcover* provides participating youth with an opportunity to learn all aspects, technical and nontechnical, of media production. Video Services, on the other hand, is an income-generating arm of the Network where youth can obtain real-world work experience creating professional videos for the nonprofit and business communities. Once the training program is completed, the staff at Community TV Network follows up with participants for an average of six months.

Duration of training: Varies, from 1 week to 1 year

Amount of time per week: Average 20 hours

Follow-up services: Varies, average 6 months

Stipend/Wages for participants: Not provided

Conservation Corps (Los Angeles)
605 West Olympic Boulevard, Suite 450
Los Angeles, CA 90015
(213) 362-9000

Founded in 1986, the Los Angeles Conservation Corps (LACC) gives urban youth (ages 12 to 23) a chance to serve their communities through environmental enhancement and improvement projects. The Corps hires youth to build trails, remove graffiti, recycle, plant trees, educate communities about recycling and earthquakes, restore natural habitats, and respond to natural disasters. The Corps also promotes education and gives participants an opportunity to earn their GEDs or high school diplomas, learn English, obtain driver's licenses, or participate in College Bound. The mission of the Conservation Corps, specifically its education department, is to provide learning experiences that enable Corps members to become environmentally aware, reach academic goals, prepare for and enter college programs, prepare for future employment, build *self-esteem*, and make the connection between work and learning.

Corps members receive instruction in basic academic skills as well as life and work skills. Fifty percent of the 12 to 18 months spent at the Corps is in the classroom. Students alternate weeks between classroom work and vocational work. The classroom schedule is six hours a day, five days a week, and the work schedule is eight hours a day, four days a week. The last day of the work week is spent in a life skills or soft skills training workshop. The soft skills taught are: *thinking/cognitive skills, oral communication skills, personal qualities,* and *interpersonal relationships/teamwork skills.*

While in the training program, participants are paid a stipend of $20 a day for the weeks that they are in the classroom. For the weeks that they work at the conservation sites, they are paid minimum wages ($5.75 per hour). Upon leaving the Los Angeles Conservation Corps, members are given job counseling and support.

Duration of training: 12-18 months

Amount of time per week: 30 hours for classroom training, 32 hours for vocational training, 1 day for soft skills

Follow-up services: 6 months

Stipend/Wages for participants: $20 a day stipend for classroom instruction, $5.75 per hour for work at the conservation site

Curtis and Associates, Inc.
Employment Communication Consultants
St. James Square
124 West 25th Street
P.O. Box 206
Kearney, NE 68848
(800) 658-4399

Since 1985, Curtis and Associates, Inc., has been providing job training and marketing the curricula used in their training programs. Curtis and Associates offers training in a variety of areas for adults with various needs. Eight training courses are offered: Y.E.S. (Your Employment Success), Compass for the Future, Steps to Self-Sufficiency, Keys to Unlocking Your Future, Gateway to Employment, A.P.P.L.E. (Applying Practical Principles for a Lifetime of Employment), Bridges to Freedom, and Capturing the Entrepreneurial Spirit.

Two of the courses impart soft skills training: Y.E.S. (Your Employment Success) and Keys to Unlocking Your Future. The Y.E.S. program includes 10 units that teach skills to promote job retention and advancement. The soft skills topics featured in the course materials are *communication skills, problem solving skills, self-improvement skills, teamwork,* and *work culture.* The Keys to Unlocking Your Future course provides training in life skills and personal development. The course materials cover soft skills such as *teamwork, decision making, listening and communications,* and positive *interpersonal relationships.*

All of the course materials are available to purchase. Curtis and Associates, Inc., also provides ongoing consulting services and trainers who will come to a work site to train employees. In addition, they offer a workshop called Train the Trainers, in which an associate from the company will come to a work site to train personnel who will in turn train others.

Duration of training: Varies, curricula can be used in many ways by purchasers

Amount of time per week: Determined by users of the curriculum

Follow-up services: If any, determined by users of the curriculum

Stipend/Wages for participants: Not applicable

Curtis Park Community Center
929 29th Street
Denver, CO 80205
(303) 295-2399

Curtis Park Community Center (CPCC) was incorporated in 1966 to establish a service agency for residents of the Curtis Park area in Denver. The agency provides services in five defined programmatic areas: Physical Education, Athletics, and Recreation; Emergency Services; Community and Cultural Enrichment; Summer Day Camp; and Education and Employment. As a part of Education and Employment, the agency offers the Adult Career Education Services (ACES) Program, which helps welfare recipients become qualified for entry level clerical jobs through technical training in word processing and general office skills. The program provides assessment and job development for those who want to become more self-sufficient and obtain permanent employment. There are three related programs: The US West Community Technology Center offers free computer skills training and Internet access to youth and adults in the community; the Computer Bus takes computer capabilities and classes out into the community for local schools and churches to use; and the GED program prepares individuals to take the exam.

The ACES program provides job training and placement services to welfare recipients, age 22 and older, in the Denver metropolitan area. Assistance is provided in three general areas: assessment, training, and job placement. The average duration of the program is 18 weeks, with 3 weeks for assessment, 12 weeks devoted to general vocational training, and 3 weeks for job placement. The program may be extended beyond 18 weeks for participants who need extra time during the assessment or job placement stages.

During the assessment period, participants complete a variety of tests and activities so the staff will be able to make evaluations. Assessment sessions meet Monday through Friday from 8:00 a.m. to 12:00 noon, and participants are also required to take part in part-time volunteer activities Monday through Friday from 1:00 to 5:00 p.m. Participants remain at the assessment stage until staff determine that they are ready for training.

The next phase of the program is vocational training. There are four training classes (General Office Skills; Microsoft Word/Windows 3.1; Get Employed, Stay Employed Support Group; and Get Employed, Stay Employed Job Skills). The duration of training is 20 hours per week for 12 weeks. Soft skills are taught during the Support Group and Job Skills classes. Specific attention is placed on effective *work habits, personal qualities,* and *problem solving* techniques.

The final component of the ACES program, job placement, begins the day after vocational training ends. Participation in this component is mandatory. During this three-week phase, the participant is required to attend Job Club, which includes 20 hours per week of job searching. Participants must remain in the Job Club until they secure full-time permanent employment. Program staff follow up with participants and their employers 5, 30, 60, 90, and 120 days after employment.

Duration of training: Average of 18 weeks

Amount of time per week: 20 hours

Follow-up services: Maximum of 120 days

Stipend/Wages for participants: Not provided

Dallas Youth Services Corps
501 North Stemmons Freeway, Suite 200
Dallas, TX 75207
(214) 939-3972

The Dallas Youth Services Corps was established in 1989-1990 to engage youth 17 to 24 years of age in personal and community development activities. The Corps' mission is to improve the skills and life opportunities of youth while encouraging their participation in community service and conservation activities. While in the Corps, participants develop marketable skills, learn to be self-sufficient, strengthen their basic academic skills, and become involved in much-needed community service. Participants also receive a living stipend of $170 a week, discounted transportation, child care services, and educational assistance awards such as scholarships and grants.

During their six months in the Corps, members participate in school- and work-based education and training. A weekly workshop, which meets for four hours, focuses on life skills training. The workshop, along with school- and work-based activities, helps participants learn effective *work habits* and *personal qualities*, develop strong *interpersonal relationships* and *team building skills*, and improve their *problem solving* abilities. The Corps also stresses youth empowerment throughout the program.

Duration of training: 6 months

Amount of time per week: 4 hours for life skills training

Follow-up services: 18 months

Stipend/Wages for participants: $170 per week

DePaul University
Office of Applied Innovations
Employment and Training Program
50 East Van Buren, 20th Floor
Chicago, IL 60605
(312) 362-6020

Established in 1996, DePaul University's Employment and Training Program (ETP) offers a variety of vocational training programs that help participants develop industry-specific technical and soft skills. This training is enhanced by the academic programs also available to DePaul students. The Employment and Training Program generally serves low-income adults (18 years of age or older) and offers vocational training in hospitality, customer service, and food preparation, as well as training in health occupations that is available only to men at risk of substance abuse and other negative behaviors. All of the vocational training classes meet for 35 hours a week. While the program content and the educational requirements of participants vary, the importance of *self-esteem* is stressed in each curriculum and for every participant.

DePaul's Hospitality Occupational Skills Training (HOST) program is a two-week training and job placement program. Participants learn appropriate *work habits*, develop *interpersonal skills* (including handling difficult customers and providing aggressive hospitality), *thinking skills* (specifically, problem solving and decision making), and *communication skills*. DePaul also offers a Latino HOST program to improve English communication skills while teaching the hospitality occupation skills.

The Customer Service program is an intensive, one-week training and job placement program. Participants learn soft skills; *interpersonal* and *communication skills* are emphasized. Some soft skills are also taught in the 10-week food preparation program, and DePaul's health occupations program for at-risk men emphasizes soft skills as well.

An allowance of $25 a week is given to participants for assistance with transportation and child care. Once the participants have been on a job for 90 days, the organization increases the allowance to $50 a week as an incentive to stay on the job. This allowance is given to participants for the duration of the program and during the two-year follow-up period.

Duration of training: Varies, based on training course

Amount of time per week: 35 hours

Follow-up services: 2 years

Stipend/Wages for participants: $25-$50 a week

Erie Neighborhood House
(La Casa Comunal de Erie)
1347 West Erie Street
Chicago, IL 60622
(312) 666-3430

In 1870, the Erie Neighborhood House was created to help newly arrived Dutch immigrants, and it has provided services to the community for over a century. Today Erie provides child care, emergency services, food pantry, youth programs, and adult education to its community, which now is Latino, African American, Italian, and Polish.

The Erie Neighborhood House offers several adult education programs—including basic education training, citizenship training, and vocational training. The Pathways to Success (PTS) program focuses on vocational training, specifically preparing adults ages 18 to 55-plus for entry level positions in the banking field. For 19 weeks, participants receive instruction in basic math skills; personal banking; banking careers and career development; individual development; and *communication skills*. Classes meet Monday through Thursday from 6:00 p.m. to 9:00 p.m.

Soft skills are taught during the individual development and communication skills units. The individual development unit gives participants the opportunity to discuss issues that may be relevant to their personal growth, including *self-esteem, balancing work and family, gender stereotyping,* and *cultural diversity*. The objective of the *communication skills* unit is to improve the *reading, writing, critical thinking,* and *public speaking* of each participant. Graduates of the Pathways to Success training program return for special "mentor nights" to share their work experiences with current participants of the program, and they can participate in support group sessions indefinitely.

Duration of training: 19 weeks for Pathways to Success (PTS)

Amount of time per week: 12 hours for PTS; soft skills instruction time varies based on the needs of the participants

Follow-up services: Indefinitely

Stipend/Wages for participants: Not provided

Focus:Hope
FAST TRACK
1200 Oakman Boulevard
Detroit, MI 48238
(313) 494-4223

Founded in 1968, Focus:Hope is a "civil and human rights" organization that sponsors educational and corporate partnerships, food programs, and technology training and placement programs. The training programs at Focus:Hope are FAST TRACK, Machinist Training Institute (MTI), and Center for Advanced Technologies (CAT). Of the three, only FAST TRACK teaches soft skills.

FAST TRACK is a seven-week program that upgrades the academic skills and discipline of recent high school graduates or those with a GED to the levels needed for further technical training in the MTI and CAT courses, for higher academic education, or for employment. To qualify, applicants must perform math and reading at an eighth grade level and pay a $20 deposit, which is refunded upon completion of the program. Training is from 8:00 a.m. until 4:00 p.m., Monday through Friday, and on Saturday from 8:00 a.m. to 12:00 noon for those who want to accelerate their learning. The first three days of FAST TRACK are used for orientation, diagnostic testing, and group assignment. Six full weeks of coursework follow.

The soft skills component of the training (46 hours) is titled Communications/Career Preparation. Small group sessions use *writing, public speaking, discussion,* and other activities to improve the *self-confidence* of the participants. Subject areas focused on during these sessions include *personal identity* and *goal setting,* positive and negative *attitudes,* and *teamwork.*

Once they complete the FAST TRACK program, participants can elect to move forward to the more advanced technical training. If they decide not to participate, they are referred to Focus:Hope's job placement program, which offers support to the participant for as long as necessary.

Duration of training: 7 weeks

Amount of time per week: 46 hours of soft skills training interspersed throughout the 40 hours of training scheduled per week

Follow-up services: Indefinitely

Stipend/Wages for participants: Not provided

Goodwill Industries of Lane County
855 Seneca Road
Eugene, OR 97402
(541) 431-3300

Established in 1968, Goodwill Industries of Lane County provides its clients with academic and vocational training, as well as job placement services. The mission of Goodwill Industries is to help committed individuals become economically self-sufficient. Although it offers employment and training to all persons serious about gaining employment, most of its clients are economically disadvantaged or disabled. Academic programs strengthen basic skills and complement vocational training. Training opportunities are available in production, recycling, assembly, and secondary wood products manufacturing, as well as in clerical, retail, landscaping, janitorial, and telephone services. Minimum wages ($6 per hour) are paid during the vocational training, which entails actual hands-on experience in each chosen field. Goodwill finances these activities by providing a variety of services (e.g., retail sales and recycling) to the public.

The job placement and classroom components of the agency's programs include soft skills training. The job placement program is composed of a Job Club and a job search. This 20-hour (2 hours a week for 10 weeks) program informs participants about the essential *work habits* and *personal qualities* of successful employees. Clients also learn the art of *resolving conflicts* and how to foster positive *interpersonal relationships*. The classroom component emphasizes strong *communication skills*. Furthermore, each vocational program stresses a particular set of soft skills. For example, the curricula for production and manufacturing stress *teamwork*, while the retail sales curriculum places greater emphasis on *decision making* and *problem solving*. *Cognitive* and *communication skills* are highlighted in the telephone and customer services programs. The importance of a positive *attitude* and effective *work habits* is imparted in all of the vocational programs.

The duration of training depends upon each individual's skill level, as well as the vocational area selected. The retail program lasts 10 weeks, and the customer service training can be completed in 4 to 6 weeks. Over the course of the training, the soft skills of each participant are evaluated by the instructor. Each of the following types of skills—*interpersonal, sociability, decision making, judgment, learning, ability to work independently*, and *ability to function as a team member*—is assessed.

Duration of training: Varies, based on the individual's skill level and vocational training selected; soft skills training is 10 weeks

Amount of time per week: General training varies; soft skills training is 2 hours a week

Follow-up service: At least 90 days, up to a maximum of 2 years

Stipend/Wages for participants: $6 per hour during vocational training only

Goodwill Industries of North Florida
4527 Lenox Avenue
P.O. Box 60219
Jacksonville, FL 32236
(904) 384-1361

Goodwill Industries of North Florida, established in 1940, offers educational, vocational, and soft skills training to individuals on public assistance, people with disabilities, the homeless, and anyone who is "serious about working." Goodwill promotes economic self-sufficiency through employment. The length of training can last from one day to six months depending on the program and the participant's needs. There are no set training hours; each student works at his/her own pace until he/she has completed the necessary training.

Both the Rehabilitation program (for those with disabilities) and the Reaching Individuals Searching Employment (RISE) program offer a strong soft skills component in conjunction with vocational and educational training. Vocational training offered in both programs includes clerical skills and computer classes. RISE highlights the importance of *social skills, attitude, motivation, communication,* and *critical thinking*. The Rehabilitation program focuses on appropriate *work behaviors* and *personal qualities* of employees, *communication skills, interpersonal relationships* with co-workers and supervisors, and *cognitive skills*.

Goodwill Industries of North Florida provides 90 days of follow-up. In addition, job coaches are available during this period for individuals who need additional support.

Duration of training: Varies, based on the program and the participant's needs; maximum of 6 months

Amount of time per week: Varies, students work at their own pace

Follow-up services: 90 days

Stipend/Wages for participants: Not provided

Goodwill Industries of Toronto
234 Adelaide Street East
Toronto, ON M5A 1M9
Canada
(416) 362-4711

Established in 1935, the Goodwill Industries of Toronto provides assistance and training to all people, but many participants are economically disadvantaged or disabled. Goodwill of Toronto offers two employment training programs that highlight social or life skills development as a part of their curricula. One program, Esso Kids Program, focuses on training youth, and the other, Call Centre Training Program for Persons with Disabilities, provides training to disabled individuals.

The Esso Kids Program was created in April 1997 to give at-risk youth ages 16 to 24 the skills they need to succeed in the workplace. The 16-week program offers a combination of hands-on instruction (8 weeks) and internship experience (8 weeks) in computer and database management, customer service, and telecommunications. The curriculum also includes soft skills training in *team building, self-esteem building, verbal and nonverbal communication, goal setting,* and *problem solving.* Participants receive a stipend of $150 per week for eight weeks of classroom work and a wage of $8 per hour for eight weeks of internship. Successful graduates are offered full-time employment by the businesses at which they intern.

The Call Centre Training Program for Persons with Disabilities was started in December 1997 for persons with disabilities who face barriers to employment. It is a 24-week program with 12 weeks devoted to in-class training and 12 weeks of internship. The program also provides training in computer and database management, customer service, and telecommunications, as well as soft skills. The soft skills highlighted include *team building, effective listening,* and *self-esteem* building. Some participants receive a stipend for the 12 weeks of classroom work based on their individual needs and whether they are receiving government assistance. All participants receive a wage of $8 per hour for the 12 weeks of training. Graduates of the program are offered full-time employment by the company at which they intern.

Participants of both programs are required to complete 40 hours a week of classroom training. The organization provides follow-up services for up to one year for participants of both programs.

Duration of training: 16 weeks for youth; 24 weeks for persons with disabilities

Amount of time per week: 40 hours for both programs

Follow-up services: Maximum of 1 year in both programs

Stipend/Wages for participants: Esso Kids Program—$150 stipend per week for training and $8 per hour wages for internship. Call Centre Training Program—Some participants receive a stipend, based on individual need; all participants receive a wage of $8 per hour during the internship.

Greater West Town Community Development Project
790 North Milwaukee
Chicago, IL 60622
(312) 432-1300

Since 1989 the Greater West Town Community Development Project, a community-business partnership, has been providing educational and vocational services to welfare recipients, the homeless, and other economically disadvantaged individuals, both adults and youth (as young as 16). To meet the needs of local area employers and supply them with a qualified work force, Greater West Town runs five training programs: on-the-job, shipping and receiving, basic skills/work maturity, woodworkers, and youth employment. These programs are free to both employers and participants. Participating employers are also eligible for $2,000 in on-the-job training subsidies and long-term retention support.

The duration of the training programs varies. For example, the woodworker's program is 15 weeks, and the shipping and receiving program lasts 12 weeks. Greater West Town also offers an 18-month welfare-to-careers training and placement program. In addition to the technical training, participants receive pre-employment training emphasizing general *work habits* and *personal qualities*, as well as business *communication*. The classroom component is based upon a *teamwork* approach. *Thinking* and *cognitive skills* are stressed in each of the programs.

The pre-employment and work maturity component of the welfare-to-careers program includes 40 hours of instruction (divided evenly) over a two-week period. The goal of the course is to impart necessary workplace competencies while building the participant's *self-confidence* and *self-esteem*. The abilities to work well with others and form positive *interpersonal relationships* are stressed, as are *communication skills*.

Greater West Town also offers an array of support services and referrals to program participants. Employers and program graduates both are guaranteed six months of follow-up services.

Duration of training: General training varies; pre-employment training is 2 weeks

Amount of time per week: General training varies; pre-employment training is 20 hours

Follow-up services: 6 months

Stipend/Wages for participants: Not provided

Gulf Coast Trades Center
P.O. Box 515
New Waverly, TX 77358
(409) 344-6677

Gulf Coast Trades Center has provided educational, vocational, and social training to disadvantaged, at-risk, adjudicated youth (16 to 18 years of age) since 1971. Participating youth reside on campus in small groups determined by their vocational interests. *Teamwork* and *interpersonal relationships* are stressed within these groups. Youth participate in group and personal counseling sessions on a daily and weekly basis, respectively. A variety of recreational and social activities, as well as a Learning Resource Center, also are available. Medical services, substance abuse counseling, driver's education, independent living skills, and GED preparation are among the other services youth can access. Gulf Coast has recently evolved into an open enrollment charter school.

Gulf Coast offers training in nine vocational areas: auto technology, building trades, bricklaying/stonemasonry, culinary arts, construction/carpentry, horticulture-related occupations, mill and cabinetmaking, office support services, and painting/decorating. Training in each vocational area is conducted for five and a half hours per day; academic classes consume two hours a day. The entire course of study can typically be completed in six and a half months. Participants are paid minimum wages ($5.15 per hour) during work experience training.

During each participant's orientation to Gulf Coast, 11 core pre-employment work maturity competencies are stressed. Among these are positive *attitudes* and *behavior*, appearance, *interpersonal relationships*, and *task completion*. Participants spend approximately 55 hours acquiring these skills, which are reinforced daily during their program tenure. Youth who successfully complete the program receive job placement assistance in their home communities. Job placement services are available for up to 90 days upon completing the program.

Duration of training: 6½ months, including 55 hours of soft skills training

Amount of time per week: 37½ hours of vocational and academic training

Follow-up services: 90 days

Stipend/Wages for participants: $5.15 per hour for vocational, hands-on training

Home Care Associates of Philadelphia
1314 Chestnut Street, 11th Floor
Philadelphia, PA 19107
(215) 735-0677

Established in 1993, Home Care Associates of Philadelphia is an employer-based program that trains low-income individuals as Certified Nurse Assistants and Certified Medicare Home Health Aides. The training program has three main components—soft skills development, clinical skills and disease knowledge, and workplace literacy. The duration of the program is eight weeks, and trainees are required to attend classes from 9:00 a.m. to 4:00 p.m., Monday through Friday.

The soft skills component of the training is comprised of seven modules: *team building, goal setting, professionalism, pull-back, paraphrase, present options,* and *pass it on*. The first module, *team building*, emphasizes positive *interpersonal relationships* and the ability to *work well in a team*. In the third module, *professionalism*, students learn and practice appropriate work habits. Included in this is the importance of *body language*, dress, and *verbal tone*. The last four modules develop *communication* and *thinking skills*. Students learn a cognitive model for dealing with workplace situations. This model focuses on the development of skills to identify facts, brainstorm, consider consequences, and develop appropriate strategies. *Communication* (namely listening and speaking) skills also are stressed with this cognitive model. Students learn how to interact and communicate with both co-workers and supervisors. Role playing is the major tool used to impart and evaluate each student's mastery of these skills. Participants spend a total of 49 hours developing these soft skills—4.5 hours for *team building*, 3.5 hours for *professionalism*, and 41 hours for the *cognitive model* (*thinking and communication skills*).

Once participants have completed the program and successfully gained employment, they are paired with job coaches. These new employees meet with their job coaches once a month for three months. Coaches assist in the resolution of work-related and non-work-related problems, offer support and feedback, and help graduates adjust to their new positions.

Duration of training: 8 weeks

Amount of time per week: 35 hours per week

Follow-up services: 3 months

Stipend/Wages for participants: Not provided

IndEx, Inc.
116 East Brady
Tulsa, OK 74103
(918) 587-5307

The Industrial Exchange, commonly referred to as IndEx, was established in 1992 to help local firms meet their work-force requirements. IndEx provides education and training services to economically disadvantaged, out-of-school youth (16 to 25 years of age), welfare recipients, pregnant and parenting teens, females reentering the labor force, and long-term unemployed and underemployed persons. Program participants receive four hours of on-site work experience and four hours of customized, classroom-based basic education each day. Vocational training is available in light manufacturing, assembly packaging, telecommunications, data entry, basic electronics, pneumatics, hydraulics, measurements, customer service, and computer use. Participants who do not receive welfare benefits are paid minimum wages ($5.15 per hour) for 20 hours per week of on-site work-experience training.

New clients participate in an in-depth assessment of their skill levels and career interests upon beginning at IndEx. Youth are supervised on-site by an adult leader. In the academic classroom, students regularly work in teams, and the ratio of students to teachers is maintained at 10 to 1. *Thinking skills* (such as *problem solving, reasoning,* and *decision making*) are stressed; *communication skills* (both *listening* and *speaking*) are developed; and *self-esteem* is enhanced. Participants evaluate their soft skill development on an ongoing basis. The general *work habits* and *personal qualities* associated with successful employees are imparted during the on-site training.

Duration of training: Varies, based on individual needs; minimum of 2 weeks

Amount of time per week: 40 hours

Follow-up services: 30-60 days

Stipend/Wages for participants: $5.15 per hour during vocational training only

The Inner Voice, Inc.
Learning Center
1600 West Lake Street
Chicago, IL 60612
(312) 666-2577

The Inner Voice, Inc., opened in 1984 with a mission to help individuals who are without shelter, food, or clothing. Today Inner Voice provides an array of services to the homeless, including job training and placement, along with adult basic education, literacy, GED preparation, and health screening.

The Job Prep Training course is a two-week seminar held six times a year. It focuses on preparing applications, appropriate dress for interviews, the best ways to develop job leads, and follow-up skills after initial interviews. The soft skills that are highlighted during this training include appropriate *work habits* and *personal qualities*.

Following the training, clients are referred for job interviews and to other social organizations and training programs within the city to help them make the transition from homelessness and unemployment to self-sufficiency. The length of this process varies based on individual need and interest in job placement, but the average time is six months.

Duration of the training: 2 weeks

Amount of time per week: 15 hours

Follow-up services: Average of 6 months

Stipend/Wages for participants: Not provided

Job Corps/
Denison Job Corps
P.O. Box 610
Denison, IA 51442
(712) 263-4192

The Denison Job Corps, established in 1979, offers academic, social, and vocational programs to low-income youth (16 to 24 years of age) in a residential facility. Corps participants, including single parents with one or two children, live in dormitories on campus and receive a broad package of benefits. The benefits include a stipend that students receive every other week. The amount is determined by the number of days the participant has been on campus. For 0 to 60 days, students receive $50 a month; for 61 to 180 days, $65 a month; and for 180 days or more, $80 a month. Participants also can receive bonuses and transportation and clothing allowances. In addition to the stipend, Corps members receive physical and mental health care and educational programs for their children. The Corps has a zero tolerance policy on alcohol and other illegal substances, gang-related and racist activities, violence or threats of any kind, and arson. Youth who participate in any of these activities are immediately suspended.

Corps participants receive vocational training in one of nine areas: carpentry, brick masonry, business clerical, culinary arts, building and apartment maintenance, painting, welding, health fields, and unarmed security guard. The academic curriculum is a mixture of basic skills training (reading, writing, and math) and social or soft skills training. The social skills component focuses on enhancing participants' *thinking skills* and on improving *interpersonal relationships* and *team building* through cultural awareness activities. Forty hours a week are allocated for both vocational and academic training. The duration of the training program varies based on the needs of individual participants, although the maximum time youth can participate is two years.

Youth also participate in World of Work activities that impart the *work habits* and *personal qualities* needed to be successful in the labor market. Corps members who successfully complete the program are assisted in their job searches by Job Corps placement specialists.

Duration of training program: Varies, based on individual needs; maximum 2 years

Amount of time per week: 40 hours

Follow-up services: 6 months

Stipend/Wages for participants: Maximum of $80 a month plus bonuses and allowances

Job Corps/
Hubert H. Humphrey Job Corps Center
1480 North Snelling Avenue
St. Paul, MN 55108
(612) 642-1133

In 1981, the Hubert H. Humphrey Job Corps Center (HHHJCC) of Minnesota opened its doors to youth ages 16 to 24. The program focuses on basic educational training (including GED preparation) and career development with specialized training in office occupations, health occupations, culinary arts, building and apartment maintenance, and painting and wallpapering. Participants receive a stipend every other week. The amount of the stipend is based on how many days the participant has been in the program. Corps members receive $50 a month for the first 60 days, $65 a month for 61 to 180 days, and $80 a month for 181 or more days. Performance bonuses and clothing allowances also are given to program participants.

Social skills are integrated into every aspect of the training program. Participants attend a 45-minute social skills class once a week. Several topics are covered in the social skills classes. The topics covered vary and are grouped into six sections: *communication, managing emotions, relationships, critical thinking, responsibility,* and independent living.

The maximum length of stay at the Center is six months. In addition to the educational and vocational training, the Center also provides housing and transportation assistance and job search and placement assistance. Once students have secured employment, Center staff follow their progress in the workplace for 13 weeks.

Duration of training: 6 months

Amount of time per week: 45 minutes for soft skills training

Follow-up services: 13 weeks

Stipend/Wages for participants: Maximum of $80 a month plus bonuses and allowances

Job Corps

c/o U.S. Department of Labor
Employment and Training Administration
200 Constitution Avenue, NW, Room N-4507
Washington, DC 20210
(202) 219-8550

Established in 1964, Job Corps is a residential employment and training program for low-income and disadvantaged youth (16 to 24 years of age) with multiple barriers to work. Administered by the Department of Labor, Job Corps provides a comprehensive mix of services to Corps members. These services include: skills assessments and testing, career awareness and exploration, educational skills enhancement, driver's education, student leadership programs, health care, incentive-based allowances, and child care support.

During orientation, participants are introduced to Job Corps' policies and facilities, tested for drug use, and academically assessed. Corps members also engage in a variety of occupational exploration exercises. For the duration of the program, which can last up to two years, Corps members strive to strengthen their academic skills. The academic program is individualized and self-paced, as are the vocational training programs. Job Corps usually provides vocational training in business and clerical occupations, automotive trades, health occupations, culinary arts, building and apartment maintenance, construction trades, and computer-related fields. Near the end of the vocational training, youth are eligible to participate in programs that help them acquire real-world work experience.

The social development component of Job Corps emphasizes the soft skills youth must cultivate to become successful workers and responsible citizens. All Corps staff are trained in how to demonstrate and impart these skills on an ongoing basis. The very structure of Job Corps promotes *team building* and evinces the importance of building and maintaining positive *interpersonal relationships*. Because the youth also are required to participate in group sessions and other activities, it is essential that they learn to work together. Youth also are encouraged to improve their *communication skills* (listening and speaking).

Corps members receive a stipend based on the length of time enrolled in Job Corps, how well they perform in academic and vocational training, and how well they obey Job Corps rules. For the first 60 days, students receive $46 a month; from 61 to 180 days, the stipend is $60 a month; after 180 days, participants receive a stipend of $74 a month. Additional bonuses also are given for earning a GED, completing the vocational program, or obtaining a job.

Students not already placed in a job or enrolled in school upon completion of the program are offered job placement and other assistive services for up to 13 weeks. Transition assistance (help finding a new residence, accessing transportation, and child care support) also is available to youth. Participants receive a readjustment allowance (earned over the course of their program) upon termination.

Duration of training: Varies, based on individual needs; maximum of 2 years

Amount of time per week: Varies, based on individual needs

Follow-up services: 13 weeks

Stipend/Wages for participants: Maximum of $74 a month plus readjustment allowances and bonuses

Jobs for America's Graduates
1729 King Street, Suite 200
Alexandria, VA 22314
(703) 684-9479

The Jobs for America's Graduates Program (JAG) was established in 1979 to provide comprehensive education and employment training to high school students. JAG serves disadvantaged and at-risk youth, beginning at age 16 or younger and continuing up to one year after the student graduates from high school. The total commitment to students is five years (9th to 12th grades plus one year of follow-up). Jobs for America's Graduates has affiliates in states across the country that create programs that follow the JAG Model. The JAG Model consists of four distinct components: the Senior Education and Employment System Application (18 months), the Multi-Year Education and Employment System Application (27 to 54 months), Five-Year Dropout Prevention Program Application (60 months), and Out-of-School Dropout Recovery Application (18 to 36 months).

The standard curriculum for all JAG affiliates is the *Career Choices Curriculum*. Within the curriculum are 37 core competencies, grouped into six clusters, which each JAG affiliate must include in its training program. The six training clusters are career development competencies, job attainment competencies, job survival competencies, basic competencies, leadership and self-development competencies, and personal competencies. Competencies 1 through 30 are applied to the JAG's Senior Education and Employment Program, which serves students in the 12th grade. Competencies 1 through 37 are applied to JAG's Multi-Year Program, which extends services to high school students in lower grades. New, separate curricula are being developed for each grade. Some of the soft skills highlighted include comprehending *oral* and *written communications*, demonstrating *team membership* and *leadership*, and demonstrating the ability to assume *responsibility for actions and decisions*.

Duration of training: Maximum of 5 years

Amount of time per week: Not specified

Follow-up services: 1 year

Stipend/Wages for participants: Not provided

Jobs for Youth (Chicago)
50 East Washington Street, Fourth Floor
Chicago, IL 60602
(312) 782-2086

Jobs for Youth (Chicago) was established in 1980 to help youth ages 17 to 24 from low-income families become part of the economic mainstream through employment training, job placement, support counseling, and preparation for the GED exam. Jobs for Youth does not teach specific job skills, but participants get six weeks of pre-employment training before being sent to prearranged interviews.

Two workshops are offered that cover all aspects of getting and keeping a job: a 15-day pre-employment workshop and a 10-day employment training workshop. The 15-day pre-employment workshop focuses on soft skills training, specifically *personal qualities, communication,* and *interpersonal* and *teamwork skills.*

Duration of training: 6 weeks

Amount of time per week: 15 hours for soft skills

Follow-up services: Maximum 2 years

Stipend/Wages for participants: Not provided

Lakefront Single Room Occupancy/
Tenant Employment Program
4946 North Sheridan Road
Chicago, IL 60640
(773) 506-8212

Lakefront Single Room Occupancy provides housing and employment training (i.e., the Tenant Employment Program) to formerly homeless and low-income individuals. Employment training is made available to residents and to people on Lakefront's waiting list. The Tenant Employment Program, founded in 1993, links participants with services ranging from literacy classes to programs that teach computer skills, hospitality skills, and construction and property management. The program includes assessment of the skills and experiences of each tenant and participation in the Job Club created to develop and enhance job skills.

The Job Club is a six-week program that focuses on job readiness. The soft skills taught include *personal qualities* such as responsibility, self-management, and understanding the need for organization, supervision, rules, policies, and procedures; and *interpersonal* and *teamwork skills* such as anger and conflict resolution. Once the participants have completed the program, they obtain access to Lakefront's comprehensive index of available jobs in the city and surrounding suburbs and receive job counseling during and after their job search.

Duration of training: 6 weeks

Amount of time per week: 1½ to 2 hours

Follow-up services: Support groups and job coaches who work with the program participant and employer indefinitely

Stipend/Wages for participants: Not provided

Lester and Rosalie Anixter Center/
The Factory Program
6610 North Clark Street
Chicago, IL 60626
(773) 929-8200

Established in 1919, Anixter Center primarily works with disabled people to train them for jobs and help integrate them more fully into the community. The Center provides a range of services, including health services, residential services, assistive community services (i.e., independent living skills and relief services for caregivers of the disabled), educational services (i.e., literacy programs), and employment services (i.e., career development program, office skills training, and the Factory Program). Soft skills are taught in the Factory Program, a year-round vocational/educational program created in 1985 that empowers each student to maximize his/her innate talents and abilities.

The Factory Program combines high school education, counseling, paid work, and job placement services for students ages 17 to 21 referred through the juvenile justice system. Training for the Factory Program lasts three to six months, and participants are required to attend training Monday through Friday, from 9:00 a.m. to 5:00 p.m.

The student's days are divided into two parts. Half of the student's day is spent receiving individual academic instruction and computer literacy training. The second half is devoted to vocational education and hands-on skills training. Jobs include light assembly and packaging work, and on-site support and consultation for both employees and employers are provided. Students are paid wages based on the number of pieces that they package. In addition, students receive individual and group counseling weekly and obtain monthly health education.

The counseling component provides the linkages among the vocational, academic, and behavioral aspects of the program. Individual and group counseling are provided as well as intensive work in the development of job-seeking skills. The soft skills that are enhanced during the counseling component are *self-esteem* and learning appropriate social and employment skills such as *honesty, motivation,* and *maintaining positive relationships with adult authority figures.*

Duration of training: 3-6 months

Amount of time per week: 40 hours

Follow-up services: 3 months

Stipend/Wages for participants: Varies based on the piece-rate of each factory and how much the student packages

Los Angeles County Office of Education
GAIN Job Services
9300 Imperial Highway
Downey, CA 90242
(562) 806-0413

Los Angeles County Office of Education GAIN (LACOE GAIN) Job Services delivers pre-employment skills training to adult welfare recipients referred by the Los Angeles County Department of Public Social Services GAIN program to the LACOE GAIN Job Services program. The goal of the Job Services program is to assist participants in moving from welfare to job independence.

The LACOE GAIN Job Services program lasts three weeks, with one week of pre-employment skills training and two weeks of directed job search activities. The pre-employment component of the program involves 20 hours of job search and additional assignments that highlight soft skills such as *personal qualities, interpersonal relationships,* and *teamwork*. Participants spend 40 hours per week during the following two weeks making job calls, following up on job leads, learning application procedures, and conducting mock interviews. Reliable transportation and child care arrangements are made available during this period. Once the participants finish this initial training, they can take advantage of the Passport to Success program, which assists them in all aspects of planning and with activities leading to a career.

Duration of training: 3 weeks

Amount of time per week: 20 hours during the first week for soft skills, plus 40 hours per week for 2 weeks for job search

Follow-up services: 2 weeks

Stipend/Wages for participants: Not provided

MacKinnon Training Center
114 Pleasant Street
Southbridge, MA 01550
(508) 764-5449

MacKinnon Training Center is a training site that receives federal funds to administer its programs. Established in 1972 under the Emergency Employment Act, MacKinnon Training Center serves persons with low to moderate incomes who are ages 16 and older. The program entails 10 to 15 weeks of formal training that focuses primarily on job readiness. The skills are categorized into six modules, which include STAR (a decision making model) and training in language and *self-esteem*, perception, *goal setting*, *communication* and *listening skills*, and crisis management and conflict resolution. Some of the soft skills highlighted in the training include *thinking* and *cognitive skills*, *oral communication skills*, *personal quality skills*, and *interpersonal* and *teamwork skills*.

Duration of training: 10-15 weeks

Amount of time per week: Varies, depending on the knowledge of the class

Follow-up services: Indefinitely, based on the individual's need

Stipend/Wages for participants: Not provided

Minneapolis Rehabilitation Center
1900 Chicago Avenue
Minneapolis, MN 55404
(614) 879-5499

Minneapolis Rehabilitation Center (MRC) has been in existence since 1956, working with employers and rehabilitation professionals to provide employment opportunities for people with mental and physical disabilities, and, more recently, for people who are economically disadvantaged. Employment training is given to participants for 16 weeks, with six months of post-placement follow-up services.

The program provides five main categories of services, which include vocational evaluation, Flex Work technical training, Flex Work nontechnical training, employment services, and job retention. Flex Work's technical skills training includes computer programming and computer-aided drafting. The Flex Work nontechnical component trains participants in keyboard, Microsoft Office software, accounting support training, and business communications. The technical and nontechnical training courses each are taught 20 hours a week for 16 weeks. About 2 hours a week are devoted to soft skills. Soft skills lectures include *team building, conflict resolution,* and *interviewing techniques/business communications.*

Exceptional features include: the Staying on the Job (SOJ) program, which provides employment retention services such as employer training; Job Coaching, which provides on-the-job support for individuals who need more support than the standard six-month follow-up service; and Extended Employment, a program for individuals who need long-term support after receiving job coaching or Staying on the Job services.

Duration of training: 16 weeks; approximately 7 days of soft skills training

Amount of time per week: 20 hours; approximately 2 hours for soft skills training

Follow-up services: Usually 6 months; can be extended indefinitely for individuals who need additional support

Stipend/Wages for participants: Not provided

Northern Minnesota Workforce Center
City of Duluth Job Training Program (GEAR Up!)
332 City Hall
411 West First Street
Duluth, MN 55802
(218) 529-6220

GEAR Up! started in January 1998 as an intensive, experiential training course designed and delivered by the Northern Minnesota Workforce Center and the Duluth Workforce Center. The program was created to help Minnesota Family Investment Program participants develop and improve their job seeking skills. The participants are individuals who have never worked, have no work history for the past five years, or who have lost a job because of poor work maturity or life-coping skills.

GEAR Up! is designed to be a progressive program with increasing intensity over a three- to four-week period. In Week 1, 20 hours are spent in class and on training exercises, with only 5 hours of practical application. In Week 2, participants spend 20 hours in class and have 10 hours of p. ctical application. Weeks 3 and 4 consist of 20 hours of class time and training exercises and 20 hours of practical application. Morning classroom time includes lectures, discussion, guest expert presentations, and practical exercises. Afternoons are spent in group or individual experiential activities. Application of information received during the morning session is a mandatory component of the GEAR Up! program. Group size varies from 7 to 15.

The soft skills training component is a part of the work maturity skills taught during the morning sessions. The relevant skills units include *teamwork, time management, problem solving/critical thinking/decision making, positive attitude* and *behavior, communication, getting along with others,* and *appropriate personal grooming* and *hygiene*. Participants receive extensive follow-up, with a minimum of six biweekly sessions over a 90-day period. After evaluation of performance in the class, a referral to job search training and independent job search is made. If necessary, referral to the designated employment counselor for a review and possible revision of the participant's original employment plan also will be made.

Duration of training: 3-4 weeks

Amount of time per week: 25-40 hours

Follow-up services: 90 days

Stipend/Wages for participants: Not provided

Operation Uplift Training Institute
100-104 South Fifth Avenue
Maywood, IL 60153
(708) 343-3554

Operation Uplift, Inc., was founded in 1968 to establish a grassroots, self-help development center (Operation Uplift Training Institute) to administer employment and educational training to unemployed, underemployed, and unskilled adults (ages 22 and older). Employment training consists of two programs. The first program, which lasts for 10 to 16 weeks, provides computer training to employed persons who want to improve or learn new computer skills. The second program is a 16-week course designed to provide basic education instruction, hands-on skills training, and job readiness training, followed by recruiting and placement for dislocated workers and unemployed people. Follow-up services such as transportation assistance, career counseling, and transitional health benefits are furnished for a maximum of 120 days after job placement. In addition, participants can continue to take advantage of the computer training program for a fee once they become employed.

The technical skills that are taught to unemployed persons and dislocated workers range from word processing to construction. Job readiness workshops concentrate on soft skills training. Specific workshops offered are the Professionalism Workshop, which focuses on grooming, *punctuality*, and *responsibility*; Attitudinal Workshop, which gives instruction on *communication* and *motivation*; Conflict Management Workshop; and Interview Process Workshop.

Duration of training: 10-16 weeks for employed persons, 16 weeks for unemployed or dislocated workers

Amount of time per week: 25 hours

Follow-up services: Maximum of 120 days

Stipend/Wages for participants: Not provided

Private Industry Council Training Institute
415 Washington Street, Suite 104
Waukegan, IL 60085
(847) 249-2200

The Illinois Employment and Training Center (IETC) refers their clients to the Private Industry Council (PIC) Training Institute, which provides persons who have dropped out of school or who need to update their basic skills the opportunity to develop and plan a career path. The purpose of the PIC Institute is to provide youth and adults with the skills necessary to pass the GED, and job readiness skills to go into the work force. There are two major components to the youth curriculum: basic skills training and pre-employment/work maturity skills training. During the 12-week program, participants are expected to complete both components and pass their GED exams before entering the vocational training programs at the Center.

The pre-employment/work maturity component consists of 11 competencies: career decision making, using labor market information, preparing resumes, filling out applications, interviewing, punctuality, attendance, positive attitudes/behavior, appropriate appearance, interpersonal relations, and completing tasks. Competencies 6 through 11 highlight soft skills such as *thinking/cognitive skills, oral communication, personal qualities,* and *interpersonal relationships/teamwork.*

Youth trainees receive incentive payments based on attendance and performance. The amount of money received is enough to cover expenses incurred while attending classes. Youth receive a stipend of $2.50 per day to help cover transportation costs. In addition, they receive $500 upon completion of the program, which includes $200 for obtaining a GED, $100 for skills training, and $200 toward employment placement.

Duration of training: 12 weeks

Amount of time per week: 32½ hours

Follow-up services: None

Stipend/Wages for participants: $650 for the duration of the program ($500 completion payment plus $2.50 per day for 12 weeks)

Project QUEST, Inc.
301 South Frio, Suite 400
San Antonio, TX 78207
(210) 270-4690

Project QUEST, Inc., founded in 1992, offers vocational skills to economically disadvantaged adults. The program is divided into two parts: Project QUEST Pre-Employment Training; and Vision, Initiative, and Perseverance (VIP). Pre-Employment Training is accomplished in two stages. The first stage, which lasts for 12 to 18 months, incorporates soft skills training into weekly group sessions that all participants must attend. Each counselor develops his or her own lesson plans, but all are required to follow a basic set of 11 competencies. Competencies 6 through 11 all impart soft skills: demonstrating *punctuality*, maintaining *regular attendance*, demonstrating *appropriate appearance*, *completing assigned tasks*, demonstrating *positive attitude/behavior*, and exhibiting good *interpersonal relationships*. All competencies must be attained to complete the program. The second stage is a two-day seminar on job matching, which teaches skills for the application process, resume and cover letter writing, and interviewing.

Vision, Initiative, and Perseverance is an optional service. It offers participants counseling sessions that focus on group problem solving, support group activities, and working through coping skills. Follow up is provided every month for three months, and then at the six-month and one-year marks.

Duration of training: 12-18 months

Amount of time per week: Hours vary, depending on the counselor/instructor

Follow-up services: 1 year

Stipend/Wages for participants: Not provided

Public/Private Ventures
(Work Matters)
One Commerce Square
2005 Market Street, Suite 900
Philadelphia, PA 19103
(215) 557-4400

The Work Matters curriculum was originally developed by Public/Private Ventures (P/PV) at the request of and in collaboration with Cleveland Public Schools and Youth Opportunities Unlimited (a community-based organization that offers job development, placement, and follow-up on a citywide basis). Work Matters is designed to help people develop the skills, habits, and knowledge they need to succeed in the workplace. The curriculum includes five units: Personal Resources, Human Relations on the Job, Career Exploration, Workplace Skills, and Job Search. Each unit has 12 lessons and concludes with an assessment in which students create a product or respond to a case study.

The Personal Resources, Human Relations, and Workplace Skills units all have soft skills components. The Personal Resources unit is the introductory unit for the curriculum. It lays the foundation by having the students look at values, skills, interests, talents, and abilities they already possess, and set short- and long-term goals. It also introduces students to strategies, particularly *decision making* and *time management*. During the Human Relations unit, the students explore strategies for building positive *interpersonal relationships* in the workplace. In the Workplace Skills unit students have the opportunity to practice and reinforce skills learned in other units. Role play is used to reinforce skills in *following instructions, managing time, working in teams,* and *handling problems* on the job.

Duration of training: Varies with the program that uses the curriculum

Amount of time per week: Varies with the program that uses the curriculum

Follow-up services: Varies with the program that uses the curriculum

Stipend/Wages for participants: Not applicable

St. Paul Rehabilitation Center
709 University Avenue
St. Paul, MN 55104
(612) 227-8471

Since 1948, St. Paul Rehabilitation Center (SPRC) has provided rehabilitation therapies and employment services to adults who are severely disabled, disadvantaged, homeless, or receiving public assistance, and to high-school-age youth with disabilities. Specialized employment services are also provided for persons with psychiatric disabilities and people who are deaf or hard of hearing.

St. Paul Rehabilitation Center, along with three other organizations (Ronald M. Hubb Center for Lifelong Training, St. Paul Technical College, and the St. Paul Port Authority), has developed a vocational training course called Skills First that offers technical training, educational training, and soft skills training. Pretests are administered to determine the skills level of each participant. If necessary, training in remedial math and reading is given to those who do not test at the eighth grade level. Every student attends a soft skills training class that meets for one week, two hours a day. This part of the training focuses on *punctuality* and *attendance, supervisor/employee relationships, completing tasks effectively, teamwork, balancing personal* and *work life,* dress and appearance, *positive attitude,* and *cultural diversity*. After the participants have completed both the necessary educational and soft skills training, they receive technical training in mechanics and manufacturing. The duration of training varies based on each participant's skills level and interests; however, the average training period is one month. Staff follow up with participants of the program for up to one year.

Duration of training: Averages 1 month for entire training program

Amount of time per week: For soft skills training, 10 hours for 1 week

Follow-up services: Up to 1 year

Stipend/Wages for participants: Not provided

South Shore Community Action Council, Inc.
265 South Meadow Road
Plymouth, MA 02360
(508) 747-7575

Established in 1965, South Shore Community Action Council, Inc., offers a range of vocational training to adult welfare recipients. Training is structured to help participants get commercial licenses and GED certificates and to acquire office skills. Six programs are currently offered: Commercial Drivers Licenses (7D License), Preschool Teachers License, Food Handlers Certificate, Office Skills Training, Adult Basic Education, and Adult Secondary Education. Each program must include on-the-job skills training, soft skills training, an internship opportunity, instruction about the workplace, and job search skills training.

The soft skills component,"The World of Work," is taught during a one-week orientation. In small group meetings topics such as the following are discussed: completing a job application, job search techniques, how to dress, *appropriate workplace behavior,* and *arriving on time.*

Duration of training: General training time varies based on the specific program; soft skills training time is 1 week

Amount of time per week: General training time varies based on the specific program; soft skills training time is 15 hours (i.e., 3 hours per day for a week)

Follow-up services: 90 days after getting a job, participants are asked to complete a survey evaluating their experience, and come to a meeting to tell their stories to new trainees.

Stipend/Wages for participants: Not provided

STRIVE
East Harlem Employment Service
1820 Lexington Avenue
New York, NY 10029
(212) 360-1100

STRIVE (Support and Training Results in Valuable Employment) is a job-training placement initiative that has been serving inner city youth and adults ages 17 to 40 (including welfare recipients) since its inception in 1984. The program consists of a three-week training course, job placement, and follow-up support. Prior to the three-week training course, an application form must be completed, and prospective participants are interviewed and evaluated on their educational achievement, work history, and stability of their living situation. Successful candidates are invited to attend the training course.

During the three weeks of training, participants attend workshops, seminars, and technology lessons in a classroom setting each day from 9:00 a.m. to 5:00 p.m., totaling 120 instructional hours. Technical skills including computer word processing, typing, and other business skills are taught. Soft skills such as *interpersonal relationships, personal qualities, communications,* and *thinking* and *cognitive skills* also are incorporated in the training course. Once the training is completed, participants work with STRIVE staff to find employment.

STRIVE's follow-up and post-placement services are extensive. The services include daily, weekly, and monthly phone contacts; individual counseling sessions; evening and weekend activities; alumni forums; career development seminars; crisis intervention; employer contacts; referral services; and occasional home visits. Also, as a part of their graduate services, STRIVE continues to address the social, housing, employment, and domestic needs of the participants. Although STRIVE offers lifetime services to its trainees, each graduate becomes responsible for initiating contact to get services two years after completing the program.

In addition to the follow-up services offered through the STRIVE program, the East Harlem Employment Service, in collaboration with the Stanley Isaacs Neighborhood Center and Jobs for Youth (Boston), has developed the Access, Support, Advancement, Partnership (ASAP). Established on October 1, 1996, ASAP provides extensive advanced attitudinal and industry-focused post-placement skills training to employed graduates who have proven themselves in the labor market and are ready for career advancement. Employed graduates of East Harlem Employment Service (STRIVE), Stanley Isaacs Neighborhood Center, and Jobs for Youth (Boston) are eligible for ASAP training. Advanced skills training is offered in the areas of telecommunications, environmental technology, and financial services as a part of ASAP.

Duration of training: 3 weeks

Amount of time per week: 40 hours

Follow-up services: 2 years

Stipend/Wages for participants: Not provided

STRIVE
Metropolitan Career Center
162 West Chelten Avenue
Philadelphia, PA 19144
(215) 843-6615

Metropolitan Career Center/STRIVE, established in 1997, is a job training and placement program based on the STRIVE model developed by the East Harlem Employment Service in 1985. For admission, applicants must be unemployed and have a high school diploma, GED, or work history. The program consists of four weeks of intensive training and two years of follow-up. The four-week training component concentrates principally on the participant's attitude and job-finding skills. Emphasis is placed on dress, speech, and behavior—specifically, how to dress, talk, and behave on the job. The participants are required to meet the same standards of dress and behavior during training as would be expected of them in the workplace. Program staff follow up with participants to help them keep their current jobs, assist them in moving to new jobs, and help them plan their long-term careers.

The key elements of the four weeks of training are basic skills building (i.e., reading, writing, and math), resume writing, interviewing skills, telephone usage, group interaction, workplace readiness, and counseling. The workplace readiness section highlights soft skills training. Workplace readiness is taught using a simulated office environment, in which work assignments are given on computers. The point of this exercise is to develop the ability to *follow instructions, accept criticism,* and build *self-confidence*. In the latter part of this training, groups are formed so that participants are comfortable with the give and take of teamwork. The soft skills that are strengthened via the simulated office environment include *interpersonal* and *teamwork skills, oral communication skills,* and *personal qualities*.

Duration of training: 4 weeks

Amount of time per week: 30 hours

Follow-up services: 2 years

Stipend/Wages for participants: Not provided

The University of Rhode Island
Guaranteed Admissions Program
JTPA Summer Employment Initiative*

URI Urban Field Center
80 Washington Street, Room 302
Providence, RI 02903
(401) 277-5243

The JTPA Summer Employment Initiative operated for three years (1994, 1995, and 1996) as part of the University of Rhode Island Guaranteed Admissions Program to help high school students develop academic, research, and job skills. In seven weeks, students set up a business, developed a mission statement, selected a name for the business, and determined the organizational structure. The students practiced workplace routines and habits, and they were asked to use *critical thinking skills*, creativity, cooperation, and *interpersonal skills* throughout the process.

The primary goal of this program was to introduce youth to a wide variety of workplace skills. Embedded in the day-to-day curriculum was training regarding the structure of a "real life workplace." Students were made aware of and adhered to the basic rules of *punctuality*, *reliability*, appropriate dress, *respect for others*, and *communication* with others. Students also learned how to work together for a common goal, to allocate materials, to *manage time* and *set goals* and carry them out, to organize their work space, and to be ready for the next day. At the end of the seven weeks students presented a final report on the business they created. No follow-up services were offered.

Duration of training: 7 weeks

Amount of time per week: 25 hours per week

Follow-up services: None

Stipend/Wages for participants: Not provided

* This program no longer operates.

Vocational Foundation, Inc.
902 Broadway
New York, NY 10010
(212) 777-0700

Vocational Foundation, Inc., (VFI) is a nonprofit training and placement agency for youth (ages 16 to 21). Its mission is to reduce the high rate of poverty among young people living in New York City. The organization serves the neediest youth—almost all youths in the program are high school dropouts, most are welfare recipients, and many are ex-offenders or teen parents. Established in 1936, VFI prides itself on being one of the nation's first job training and placement agencies for youth. VFI provides the youth with basic educational training (i.e., reading, writing, math, and GED preparation); vocational training in areas such as construction, fashion, and service industries; counseling; and job placement.

To fulfill its mission, VFI offers four training workshops, each tailored to different segments of the youth population: Better Futures for Teen Fathers, Teen Mothers, and their Families; School to Work Transition Initiative: Hospitality Industry; From Welfare Check to Pay Check: Two Generation Intervention; and Hospitality Industry Training Program: Fast Track to a Better Future for Young Adults. All of the workshops include a soft skills component labeled General Employability Skills Development. The soft skills highlighted in this component include *social* and *communication skills, conflict resolution, problem solving,* and *critical analysis skills.*

All participants are required to attend the training workshops from 9:00 a.m. to 5:00 p.m., Monday through Friday, for five months. Once the formal training is completed, one to three months are devoted to job placement. As a part of job retention and career advancement counseling, follow-up services are provided to the participants for 6 to 12 months following job placement. Follow-up services include weekly mentoring and counseling, continued study towards high school diplomas, and further job skills upgrading. To complete the program, all participants in the formal training workshops must enroll in the job placement and job retention and career advancement counseling initiatives.

Duration of training: 5 months

Amount of time per week: 40 hours

Follow-up services: 6-12 months

Stipend/Wages for participants: Not provided

Washington Works, Inc.
The Lowman & Hanford Building
616 First Avenue, Fifth Floor
Seattle, WA 98104
(206) 343-9731

Washington Works, Inc., is a Seattle-based nonprofit organization that has provided skills training and job placement for women on public assistance since 1992. In 1998, Washington Works extended its services to men who receive public assistance. Clients of the program must be at least 22 years of age, have a high school diploma or a GED certificate, and be proficient in basic educational skills at the ninth grade level.

The Washington Works program is an intensive 12-week training program that meets from 8:00 a.m. to 3:00 p.m., Monday through Friday. The program begins with a four-week course on personal effectiveness that addresses work maturity, dependability, responsibility, and professional behaviors. Soft skills taught in this course include *personal qualities, oral communication, thinking* and *cognitive skills,* and developing *positive interpersonal relationships*. The four-week course is followed by a seven-week course with vocational training in customer service, computers, administrative skills, and basic skills (i.e., reading, writing, and math). Finally, there is a one-week job-readiness course covering resume writing and job search. In addition, Washington Works has partnered with Renton Technical College to train hospital nursing assistants.

Participants who complete the training program and obtain employment enter the Graduate Services program. This program offers job-retention support, career and education planning, and transitional support (i.e., counseling) for one year.

Duration of training: 12 weeks

Amount of time per week: 35 hours

Follow-up services: 1 year

Stipend/Wages for participants: Not provided

Work Connections Center/
Job Council of the Ozarks
1514 South Glenstone
Springfield, MO 65804
(417) 887-4343

Job Council of the Ozarks, established in 1997, offers a Job-Seekers Workshop to welfare recipients, low-income individuals, and persons reentering the work force. Although some technical skills (introduction to computers) are developed during the workshop, the primary purposes of the workshop are to assess the skills level and employability of participants and to impart the requisite soft skills. After completing the 16-day workshop, participants are placed either in a job or in a technical training program that lasts as long as 13 weeks.

Selected days during the 16-day workshop feature soft skills training. After two days of personal assessment, the third day focuses on *communication skills*, particularly the dynamics of and barriers to communication, and the importance of verbal (speaking) and nonverbal (listening, body language) communication. Days 5 and 6 are spent learning and practicing *decision making* and *problem solving* methods. The seventh day deals with diversity in the workplace and the importance of *positive interpersonal relationships* in this setting. Day 11 adds to the *cognitive skills* component. Participants discover and identify various learning styles. The *personal qualities* (enthusiasm, integrity, and dependability) and *work habits* of effective workers, as well as *teamwork skills*, are reviewed on the 12th day. The concluding four days focus on the interviewing process and include techniques for the periods before, during, and after an interview.

Duration of training: Technical training is up to 13 weeks; soft skills training is 16 days

Amount of time per week: 40 hours

Follow-up services: Maximum of 2 years

Stipend/Wages for participants: Not provided

Work Connections Center/
Ozark Action, Inc.
710 East Main Street
West Plains, MO 65775
(417) 256-6147

Work Connections Center is a government-funded program that operates through the support of Ozark Action, Inc. Ozark Action began the Work Connections Center program in 1972 to provide employment and educational training to welfare recipients and other low-income adults. The Center administers basic skills training, on-the-job training, customized training, and training in basic work readiness skills.

Basic Work Readiness is a four- to six-week course that meets four hours each weekday. The class simulates the work environment, where the instructors represent the employer/supervisor and the participants are the employees. Each participant signs a contract promising to abide by the policies, which are similar to rules in the workplace (i.e., prompt arrival, proper dress, and appropriate behavior). Specific skills taught in the Basic Work Readiness class include *self-esteem* and *self-confidence*, *interpersonal communications*, *goal setting*, and *decision making* and *problem solving*. Work Connections staff follow up with participants for up to one year. For the first six months, staff meet with clients every month, then every three months.

Duration of training: 4-6 weeks

Amount of time per week: 20 hours

Follow-up services: 1 year

Stipend/Wages for participants: Not provided

The Work Group (Youth Corps)
3720 Marlton Pike
Pennsauken, NJ 08105
(609) 486-7390

The Work Group was founded in 1984 to provide academic training and community service and work experience to youth 16 to 25 years old. The nine-month program meets five days a week, seven hours a day. Two days per week are allotted for academics (basic skills training and GED preparation) and career development. In addition, students spend two days per week doing community service or some other hands-on work experience in areas such as janitorial work, carpentry, and patient escort for hospitals. The final day of the week is usually set aside for field trips, special programs, tutorial sessions, and additional community service projects. During the community service/work experience part of the program, participants receive a stipend of $5.05 per hour.

The career development/employment readiness component of the program highlights soft skills such as *thinking/cognitive skills*, *personal qualities*, and developing *positive interpersonal relationships*. All participants receive a minimum of 100 hours of employability skills instruction, including career counseling and career exploration.

Once the youth complete the training, follow-up services, such as job placement and post-secondary education, are provided for a maximum of 210 days.

Duration of training: 9 months

Amount of time per week: 35 hours

Follow-up services: 210 days

Stipend/Wages for participants: $5.05 per hour for a maximum of 14 hours per week devoted to community service/work experience

Worker Training and Assistance Program (WTAP)

c/o U.S. Department of Labor
200 Constitution Avenue, NW
Washington, DC 20210
(202) 219-6236

The Worker Training and Assistance Program (WTAP) is a comprehensive training and development program designed to provide former welfare recipients with the skills to be successful in government employment. The Department of Labor (DOL) launched this initiative in March 1997 after the President's call for every federal agency to do its part in helping welfare recipients find work. Former welfare recipients hired by the federal government as a GS-1 or GS-2 are given this training to help them adjust to the workplace environment. WTAP serves as the model welfare-to-work training program for other federal agencies, as well as state government agencies and nonprofit organizations.

The Worker Training and Assistance Program curriculum is divided into 34 modules and four volumes (Orientation, Workplace Skills, Transition Skills, and the Managerial Component or Office Skills). Soft skills are taught throughout each component of the program. Soft skills that are highlighted include *communication* and *conflict management*, *personal qualities* (*self-esteem* and self-directed exercises), *team building*/developing *interpersonal relationship skills*, and *thinking/cognitive skills* (i.e., *identifying and solving problems*, gathering information, and evaluating the results).

The WTAP model was developed to be a four- to six-week training program. Employees/trainees attend the sessions for half of their work day (approximately four hours a day), while the remainder of their day is spent at their work site doing job tasks. Employees receive a full day's wage while in training. Once they have completed the training, they then work a full eight-hour day at the workplace.

Duration of training: 4-6 weeks

Amount of time per week: Approximately 20 hours

Follow-up services: None

Stipend/Wages for participants: Employees are paid their full day's wage while in training

The Workforce Development Council
2604 East Dempster
Suite 502
Des Plaines, IL 60016
(847) 699-9040

The Workforce Development Council (originally incorporated in 1983 as the Private Industry Council of Northern Cook County) helps youth and adult welfare recipients move from welfare to work through education and job training. The Council collaborates with the education community, the Illinois departments of Commerce and Community Affairs and Employment Security and Human Services, and community organizations to provide programs and services that connect job seekers and employers. All of the services offered by the Council are free.

The Council offers a Tuition Vouchers program, Layoff Assistance program, Transitional Employment program, Specialized Vocational Training program, and Skill Grant Scholarship programs. In addition, the Council with its partners sponsors the Illinois Employment and Training Centers (IETC), which are convenient one-stop centers for job seekers and employers to find each other. Job seekers can tap into a pool of education, training, and employment opportunities at these centers, which provide both technical and soft skills training. The technical training includes computer training, basic nurse assistant training, and secretarial and administrative skills. Soft skills are imparted in career workshops offered to improve job seeking, job coping, and job keeping skills. The workshops last for six weeks, with three sessions per week. Workshop hours are from 9:00 a.m. until 1:00 p.m.

There are three career workshops: Resume and Cover Letter Development, Interviewing Techniques, and Networking Techniques. The first part of each workshop teaches the necessary hard skills (i.e., how to write a resume, how to answer questions in an interview, or how to use contacts during the job search). The second phase of each workshop focuses on soft skills training. These sessions cover *problem solving* techniques, *teamwork skills, personal qualities skills*, and *communication skills*. These skills are taught using case examples, studies, and incidents. This part of the curriculum consists of real situations presented as a story using names, dates, etc. There are no follow-up services upon completion of the career workshops.

Participants in the career workshops can elect to take advantage of the other services that the Council offers, such as the Specialized Vocational Training program or the Transitional Employment program. These programs provide specific vocational training or assistive services, but do not focus on soft skills training.

Duration of training: 6 weeks

Amount of time per week: 12 hours

Follow-up services: None

Stipend/Wages for participants: Not provided

Youth Guidance
53 West Jackson Boulevard
Suite 950
Chicago, IL 60604
(312) 435-3900

Youth Guidance is a private human service agency that has provided assistance to disadvantaged and troubled youth since 1924. The agency has several types of programs to help youth: counseling and creative arts, school to work transition, systems change, parental involvement programs, and wellness programs. For example, Project Prepare helps youth make the school-to-work transition, and The Comer School Development Program fosters systems change. Youth Guidance created the Youth Employment and Training Initiative to facilitate the Project Prepare programs. These programs are designed to prepare students (specifically students from welfare families) for the workplace and to motivate them to stay in school. The participants are taught career awareness skills and given job readiness training. The students also receive mentoring and assistance in finding part-time employment.

The program consists of five components: Counseling/Case Management, Career Awareness, Job Readiness Training, Job Placement, and Job Retention. The Counseling/Case Management and Job Readiness Training components of the curriculum impart soft skills such as *positive attitude/self-concept*, effective *verbal* and *written communications*, *problem solving skills*, and *group/teamwork skills*. Participants receive an average of two to three hours a week of soft skills training.

Youths are generally made aware of the Youth Employment and Training Initiative program in junior high (seventh and eighth grades) through their schools. Students can begin the Project Prepare program in their high school freshman year and are allowed to stay throughout high school.

Duration of training: Maximum of 4 years

Amount of time per week: 2-3 hours for soft skills

Follow-up services: None

Stipend/Wages for participants: Not provided

YouthBuild McLean County
1312 West Monroe Street
Bloomington, IL 61701
(309) 827-7507

Since 1994, the YouthBuild program in McLean County has provided education and vocational training to youth (ages 16 to 24) who have dropped out of school. YouthBuild trainees learn construction skills through hands-on activities (e.g., rehabilitating abandoned houses for sale to low-income families). In addition to receiving construction skills, trainees also earn their high school diplomas while in the program. The main components of the program are construction training, basic education training, leadership development, counseling, and graduate services.

The leadership development component of the program includes instruction in soft skills. Trainees attend weekly workshops on leadership development, which highlight topics such as *goal setting, communication skills building, conflict resolution, self-esteem,* and *team building/*developing *positive interpersonal relationships.*

The duration of the program is 11 months (October through August). Enrollees spend 35 hours per week in training, alternating weeks between classroom training and on-site construction training. During the training, participants are paid a stipend of $5.75 per hour for their work both on-site and in the classroom. After completion of the training, graduate or follow-up services are offered for as long as needed, including job placement, job search techniques, career counseling, college admissions counseling, and integration into apprenticeship programs.

Duration of training: 11 months

Amount of time per week: 35 hours a week for both construction and classroom training

Follow-up services: Indefinitely

Stipend/Wages for participants: $5.75 per hour

YouthBuild Philadelphia
619 Catharine Street
Philadelphia, PA 19147
(215) 627-8671

YouthBuild Philadelphia began in 1991 to help disadvantaged youth (ages 18 to 21) who have dropped out of high school through education, job training in construction, leadership development, and counseling. For 10 months (September through June), YouthBuild trainees receive intensive academic instruction plus on-the-job training in construction. They learn construction skills by rehabilitating abandoned houses for sale to low-income families. Also during the 10 months, trainees earn their high school diplomas. The YouthBuild Philadelphia model was developed based on the YouthBuild U.S.A. program.

In the program, classwork alternates with on-site training in construction. Trainees are divided into two groups, and each week, one group is in the classroom while the other is at the construction site. During the weeks in the classroom, the youth also have counseling sessions and attend workshops on life skills, job readiness skills, and leadership skills. Thirty hours per week are allocated for both classroom and construction training.

Trainees are paid a weekly stipend that is evenly distributed between the time they are in the classroom and at the construction site. The total amount received per month is $500. Attendance bonuses also are offered as a part of the incentive package.

YouthBuild training includes more than construction and basic education. From orientation through graduation, leadership or soft skills are incorporated into a weekly series of workshops that provide training in *personal time management, goal setting* and *goal achieving, conflict management, personal budgeting, teamwork skills,* and *public speaking*. The skills learned in the workshops are not practiced only through role play. Trainees at YouthBuild Philadelphia have made presentations at national seminars and conferences, participated in international exchange programs, and testified at federal, state, and city hearings, and have been representatives at national YouthBuild meetings and local events.

Once the youths complete the training program, they are placed in full-time employment or continuing education by the graduate and placement office at YouthBuild Philadelphia. The organization provides intensive follow-up services for one year, every three weeks for the first three months, then once a month for the remainder of the year. Participants, however, are allowed to come and use YouthBuild services, including counseling or additional training, for as long as necessary.

Duration of training: 10 months

Amount of time per week: 30 hours, including both classroom-based and construction training

Follow-up services: Indefinitely

Stipend/Wages for participants: $500 per month

YouthBuild Rockford
Midwest Correctional Services
310 South Avon Street
Rockford, IL 61102
(815) 963-6236

Started in 1995, YouthBuild Rockford is a blended YouthBuild and Americorps program that provides education and vocational training to disadvantaged youth ages 16 to 24. The program's approach to education and job training embodies five distinct characteristics: Core Curriculum, which includes basic skills enhancement, employability training, leadership training, construction training, and life skills training; Case Management; Scheduling; Movement from a Large Group Context to Small Groups to Individual Work; and Coordination. YouthBuild Rockford is a closed-entry, open-exit program. Program cycles are based on a 12-month schedule. Trainees may participate for a minimum of 6 months and a maximum of 24 months, with length of enrollment determined by progress in the program.

During the orientation, which lasts 30 days, for 34 to 36 hours per week, trainees are in the classroom, workshops, and structured group activities. Orientation is equally divided among the core components, leadership development, and community service. After orientation, the youths spend 16 hours a week in education and employment training and 16 hours at the construction site. During case management time, trainees participate in group sessions or individual counseling.

The weekly schedule of education and job training activities is from 8:00 a.m. to 4:30 p.m., two days per week. Trainees work on-site at construction for two days, also from 8:00 a.m. to 4:30 p.m. Trainees are off on Fridays to allow for completion of community service activities to fulfill the Americorps requirements.

Leadership Development is the component of the YouthBuild Rockford program that imparts soft skills training. It is a year-long continuum of activities that focuses on *speaking* and *listening skills; skills in obtaining* and *using feedback from superiors, peers* and *others; problem solving skills; creativity skills; self-esteem, anger management, building self-awareness* and *emotional capacity;* and *motivation* and *personal career goal development*. Group effectiveness skills (i.e., *interpersonal skills, problem solving,* and *effective nonverbal communication*) are also taught during Leadership Development activities.

YouthBuild Rockford trainees receive a needs-based stipend of $160 per week ($80 per week for education/job training and $80 for on-site training) as an incentive for retention and to help them with transportation and child care. Twenty dollars of this stipend is retained each week and applied toward a final lump-sum payment for those who successfully complete graduation requirements. Youths who serve in leadership positions within the program receive a 5 percent increase in the basic stipend.

The program provides two types of follow-up services. The first type, the YouthBuild Rockford job placement and postgraduate follow-up, is a continuum of activities beginning when a trainee enters the post-graduate program and culminating when a trainee maintains a job or educational placement for at least 12 months. Enrollment is at the option of the participant. The second type of follow-up, which all graduates receive, includes the Job Developer, the Program Assistant, and Graduate Intern programs. These programs track retention for all YouthBuild graduates for at least 18 months following graduation.

Duration of training: 6-24 months

Amount of time per week: 32 hours

Follow-up services: Maximum of 18 months

Stipend/Wages for participants: Basic stipend of $160 weekly

YouthBuild U.S.A.
58 Day Street
P.O. Box 440322
Somerville, MA 02144
(617) 623-9900

Established in 1978, the YouthBuild program works with young people who have dropped out of school to prepare them for careers in construction by employing them as trainees in the rehabilitation of vacant buildings. Operating at centers throughout the United States, the program consists of 13 distinct components: (1) work site training at a construction site; (2) cognitive skills development aimed at preparing trainees for the GED examination; (3) counseling services, which also link participants to other resources to help them with health, housing, child care, and legal services; (4) leadership opportunities; (5) drug addiction or psychiatric referrals; (6) classroom training in construction terminology; (7) driver's education; (8) peer and individual counseling; (9) participation in cultural events and programs; (10) pre-employment training; (11) coordination with and integration into pre-apprentice and apprenticeship programs; (12) placement; and (13) follow-up counseling, support groups, and education. Each site has some flexibility in structuring and implementing its program.

The youths alternate between on-site training and academic and job skills training. At the conclusion of the program, the trainees are placed in construction-related jobs. The youths attend class or on-site training for seven hours a day (9:00 a.m. to 4:00 p.m.), each weekday. The program is defined as a 12-month basic period, with flexibility to place some people in jobs or college prior to the end of the year, and to allow others to stay in the program for an additional 6 months or so. The federal funding allows a full two years of training, with an additional 12 months for follow-up.

The YouthBuild program provides an integrated curriculum, interweaving academic, vocational, and life skills. A sample curriculum for a YouthBuild program contains four learning units: Reading and Writing, Mathematics, Vocational Skills, and Career/Life Skills. The Career/Life Skills unit is where soft skills such as *personal qualities, decision making skills, communications skills,* and *interpersonal skills* are taught. This part of the curriculum is designed to be taught by the job counselor for four hours during every week the youths receive classroom-based instruction.

The youths are paid a training stipend. In most programs stipends start at $5 per hour for construction work and $50 a week during school attendance. Students may obtain raises on a regular basis, usually $0.25 an hour every two months, up to about $6.50 per hour. There is also a $25 bonus for perfect attendance after each two-week pay period. These raises and bonuses are essential for retention purposes. At this rate of pay (1995-96), a trainee who is present 100 percent of the time and earns a raise every two months will earn a maximum of $7,855 in a year; this is less than the annual equivalent of the minimum wage.

Duration of training: 12-24 months

Amount of time per week: 35 hours total; 4 hours soft skills training recommended

Follow-up services: 12 months

Stipend/Wages for participants: Maximum of $7,855 per year (1995-96)

Programs by Subject, Population, and State

Programs by Subject, Population, and State

1. Programs by Skills Taught

Thinking/Cognitive Skills

Casa Central (Chicago, IL)
Central County Occupational Center/Program (San Jose, CA)
Chicago Commons (Chicago, IL)
Children's Aid Society (New York, NY)
Community TV Network (Chicago, IL)
Conservation Corps (Los Angeles, CA)
Curtis and Associates, Inc. (Kearney, NE)
Curtis Park Community Center (Denver, CO)
Dallas Youth Services Corps (Dallas, TX)
DePaul University (Chicago, IL)
Erie Neighborhood House (Chicago, IL)
Goodwill Industries of Lane County (Eugene, OR)
Goodwill Industries of North Florida (Jacksonville, FL)
Goodwill Industries of Toronto (Canada)
Greater West Town Community Development Project (Chicago, IL)
Home Care Associates of Philadelphia (Philadelphia, PA)
IndEx, Inc. (Tulsa, OK)
Job Corps (Denison, IA)
Job Corps (St. Paul, MN)
Jobs for America's Graduates (Alexandria, VA)
MacKinnon Training Center (Southbridge, MA)
Northern Minnesota Workforce Center (Duluth, MN)
Private Industry Council Training Institute (Waukegan, IL)
Project QUEST, Inc. (San Antonio, TX)
Public/Private Ventures (Philadelphia, PA)
St. Paul Rehabilitation Center (St. Paul, MN)
STRIVE (New York, NY)
STRIVE (Philadelphia, PA)
University of Rhode Island (Providence, RI)
Vocational Foundation, Inc. (New York, NY)
Washington Works, Inc. (Seattle, WA)
Work Connections Center (Springfield, MO)
Work Connections Center (West Plains, MO)
Work Group (Youth Corps) (Pennsauken, NJ)
Worker Training and Assistance Program (WTAP)
Workforce Development Council (Des Plaines, IL)
Youth Guidance (Chicago, IL)
YouthBuild McLean County (Bloomington, IL)
YouthBuild Philadelphia (Philadelphia, PA)
YouthBuild Rockford (Rockford, IL)
YouthBuild U.S.A. (Somerville, MA)

Oral Communication Skills

Casa Central (Chicago, IL)
Center for Employment and Training (San Jose, CA)
Central County Occupational Center/Program (San Jose, CA)
Chicago Commons (Chicago, IL)
Children's Aid Society (New York, NY)
Community TV Network (Chicago, IL)
Conservation Corps (Los Angeles, CA)
Curtis and Associates, Inc. (Kearney, NE)
DePaul University (Chicago, IL)
Erie Neighborhood House (Chicago, IL)
Focus:Hope (Detroit, MI)
Goodwill Industries of Lane County (Eugene, OR)
Goodwill Industries of North Florida (Jacksonville, FL)
Goodwill Industries of Toronto (Canada)
Greater West Town Community Development Project (Chicago, IL)
Home Care Associates of Philadelphia (Philadelphia, PA)
IndEx, Inc. (Tulsa, OK)
Job Corps
Job Corps (St. Paul, MN)
Jobs for America's Graduates (Alexandria, VA)
Jobs for Youth (Chicago, IL)
MacKinnon Training Center (Southbridge, MA)
Minneapolis Rehabilitation Center (Minneapolis, MN)
Northern Minnesota Workforce Center (Duluth, MN)
Operation Uplift Training Institute (Maywood, IL)
Private Industry Council Training Institute (Waukegan, IL)
Project QUEST, Inc. (San Antonio, TX)
Public/Private Ventures (Philadelphia, PA)
St. Paul Rehabilitation Center (St. Paul, MN)
STRIVE (New York, NY)
STRIVE (Philadelphia, PA)
University of Rhode Island (Providence, RI)
Vocational Foundation, Inc. (New York, NY)

Washington Works, Inc. (Seattle, WA)
Work Connections Center (West Plains, MO)
Work Connections Center (Springfield, MO)
Worker Training and Assistance Program (WTAP)
Workforce Development Council (Des Plaines, IL)
Youth Guidance (Chicago, IL)
YouthBuild McLean County (Bloomington, IL)
YouthBuild Philadelphia (Philadelphia, PA)
YouthBuild Rockford (Rockford, IL)
YouthBuild U.S.A. (Somerville, MA)

Personal Qualities/Work Ethic

Added Chance Program (Chicago, IL)
Casa Central (Chicago, IL)
Center for Employment and Training (San Jose, CA)
Central County Occupational Center/Program (San Jose, CA)
Chicago Commons (Chicago, IL)
Children's Aid Society (New York, NY)
Conservation Corps (Los Angeles, CA)
Curtis and Associates, Inc. (Kearney, NE)
Curtis Park Community Center (Denver, CO)
Dallas Youth Services Corps (Dallas, TX)
DePaul University (Chicago, IL)
Erie Neighborhood House (Chicago, IL)
Focus:Hope (Detroit, MI)
Goodwill Industries of Lane County (Eugene, OR)
Goodwill Industries of North Florida (Jacksonville, FL)
Goodwill Industries of Toronto (Canada)
Greater West Town Community Development Project (Chicago, IL)
Gulf Coast Trades Center (New Waverly, TX)
Home Care Associates of Philadelphia (Philadelphia, PA)
IndEx, Inc. (Tulsa, OK)
Inner Voice, Inc. (Chicago, IL)
Job Corps
Job Corps (Denison, IA)
Job Corps (St. Paul, MN)
Jobs for America's Graduates (Alexandria, VA)
Jobs for Youth (Chicago, IL)
Lakefront Single Room Occupancy (Chicago, IL)
Lester and Rosalie Anixter Center (Chicago, IL)
Los Angeles County Office of Education (Downey, CA)
MacKinnon Training Center (Southbridge, MA)
Minneapolis Rehabilitation Center (Minneapolis, MN)
Northern Minnesota Workforce Center (Duluth, MN)
Operation Uplift Training Institute (Maywood, IL)
Private Industry Council Training Institute (Waukegan, IL)
Project QUEST, Inc. (San Antonio, TX)
Public/Private Ventures (Philadelphia, PA)
St. Paul Rehabilitation Center (St. Paul, MN)
South Shore Community Action Council, Inc. (Plymouth, MA)
STRIVE (New York, NY)
STRIVE (Philadelphia, PA)
University of Rhode Island (Providence, RI)
Vocational Foundation, Inc. (New York, NY)
Washington Works, Inc. (Seattle, WA)
Work Connections Center (Springfield, MO)
Work Connections Center (West Plains, MO)
Work Group (Youth Corps)(Pennsauken, NJ)
Worker Training and Assistance Program (WTAP)
Workforce Development Council (Des Plaines, IL)
Youth Guidance (Chicago, IL)
YouthBuild McLean County (Bloomington, IL)
YouthBuild Philadelphia (Philadelphia, PA)
YouthBuild Rockford (Rockford, IL)
YouthBuild U.S.A. (Somerville, MA)

Interpersonal/Teamwork Skills

Added Chance Program (Chicago, IL)
Casa Central (Chicago, IL)
Center for Employment and Training (San Jose, CA)
Central County Occupational Center/Program (San Jose, CA)
Chicago Commons (Chicago, IL)
Children's Aid Society (New York, NY)
Community TV Network (Chicago, IL)
Conservation Corps (Los Angeles, CA)
Curtis and Associates, Inc. (Kearney, NE)
Dallas Youth Services Corps (Dallas, TX)
DePaul University (Chicago, IL)
Focus:Hope (Detroit, MI)
Goodwill Industries of Lane County (Eugene, OR)
Goodwill Industries of North Florida (Jacksonville, FL)
Goodwill Industries of Toronto (Canada)
Greater West Town Community Development Project (Chicago, IL)

Gulf Coast Trades Center (New Waverly, TX)
Home Care Associates of Philadelphia (Philadelphia, PA)
IndEx, Inc. (Tulsa, OK)
Job Corps
Job Corps (Denison, IA)
Job Corps (St. Paul, MN)
Jobs for America's Graduates (Alexandria, VA)
Jobs for Youth (Chicago, IL)
Lakefront Single Room Occupancy (Chicago, IL)
Lester and Rosalie Anixter Center (Chicago, IL)
Los Angeles County Office of Education (Downey, CA)
MacKinnon Training Center (Southbridge, MA)
Minneapolis Rehabilitation Center (Minneapolis, MN)
Northern Minnesota Workforce Center (Duluth, MN)
Operation Uplift Training Institute (Maywood, IL)
Private Industry Council Training Institute (Waukegan, IL)
Project QUEST, Inc. (San Antonio, TX)
Public/Private Ventures (Philadelphia, PA)
St. Paul Rehabilitation Center (St. Paul, MN)
STRIVE (New York, NY)
STRIVE (Philadelphia, PA)
University of Rhode Island (Providence, RI)
Vocational Foundation, Inc. (New York, NY)
Washington Works, Inc. (Seattle, WA)
Work Connections Center (Springfield, MO)
Work Connections Center (West Plains, MO)
Work Group (Youth Corps) (Pennsauken, NJ)
Worker Training and Assistance Program (WTAP)
Workforce Development Council (Des Plaines, IL)
Youth Guidance (Chicago, IL)
YouthBuild McLean County (Bloomington, IL)
YouthBuild Philadelphia (Philadelphia, PA)
YouthBuild Rockford (Rockford, IL)
YouthBuild U.S.A. (Somerville, MA)

2. Programs by Populations Served

Note: Organizations and programs are listed here because they specified the relevant populations as among those they serve. Absence from one of the population lists does not necessarily indicate that the organization or program does not serve that group, nor does inclusion in a list imply that it serves only that group.

Serving Youth

Added Chance Program (Chicago, IL)
Center for Employment and Training (San Jose, CA)
Central County Occupational Center/Program (San Jose, CA)
Children's Aid Society (New York, NY)
Community TV Network (Chicago, IL)
Conservation Corps (Los Angeles, CA)
Dallas Youth Services Corps (Dallas, TX)
Focus:Hope (Detroit, MI)
Goodwill Industries of Toronto (Canada)
Greater West Town Community Development Project (Chicago, IL)
Gulf Coast Trades Center (New Waverly, TX)
IndEx, Inc. (Tulsa, OK)
Inner Voice, Inc. (Chicago, IL)
Job Corps
Job Corps (Denison, IA)
Job Corps (St. Paul, MN)
Jobs for America's Graduates (Alexandria, VA)
Jobs for Youth (Chicago, IL)
Lester and Rosalie Anixter Center (Chicago, IL)
MacKinnon Training Center (Southbridge, MA)
Minneapolis Rehabilitation Center (Minneapolis, MN)
Northern Minnesota Workforce Center (Duluth, MN)
Private Industry Council Training Institute (Waukegan, IL)
Public/Private Ventures (Philadelphia, PA)
St. Paul Rehabilitation Center (St. Paul, MN)
STRIVE (New York, NY)
STRIVE (Philadelphia, PA)
University of Rhode Island (Providence, RI)
Vocational Foundation, Inc. (New York, NY)
Work Group (Youth Corps) (Pennsauken, NJ)
Workforce Development Council (Des Plaines, IL)
Youth Guidance (Chicago, IL)
YouthBuild McLean County (Bloomington, IL)
YouthBuild Philadelphia (Philadelphia, PA)
YouthBuild Rockford (Rockford, IL)
YouthBuild U.S.A. (Somerville, MA)

Serving Adults

Casa Central (Chicago, IL)
Center for Employment and Training (San Jose, CA)
Chicago Commons (Chicago, IL)
Curtis and Associates, Inc. (Kearney, NE)
Curtis Park Community Center (Denver, CO)
DePaul University (Chicago, IL)
Erie Neighborhood House (Chicago, IL)
Focus:Hope (Detroit, MI)
Goodwill Industries of Lane County (Eugene, OR)
Goodwill Industries of North Florida (Jacksonville, FL)
Goodwill Industries of Toronto (Canada)
Greater West Town Community Development Project (Chicago, IL)
Home Care Associates of Philadelphia (Philadelphia, PA)
IndEx, Inc. (Tulsa, OK)
Inner Voice, Inc. (Chicago, IL)
Lakefront Single Room Occupancy (Chicago, IL)
Los Angeles County Office of Education (Downey, CA)
MacKinnon Training Center (Southbridge, MA)
Minneapolis Rehabilitation Center (Minneapolis, MN)
Northern Minnesota Workforce Center (Duluth, MN)
Operation Uplift Training Institute (Maywood, IL)
Private Industry Council Training Institute (Waukegan, IL)
Project QUEST, Inc. (San Antonio, TX)
Public/Private Ventures (Philadelphia, PA)
St. Paul Rehabilitation Center (St. Paul, MN)
South Shore Community Action Council, Inc. (Plymouth, MA)
STRIVE (New York, NY)
STRIVE (Philadelphia, PA)
Washington Works, Inc. (Seattle, WA)
Work Connections Center (Springfield, MO)
Work Connections Center (West Plains, MO)
Worker Training and Assistance Program (WTAP)
Workforce Development Council (Des Plaines, IL)

Serving the Disabled/Homeless

- Center for Employment and Training (San Jose, CA)
- Goodwill Industries of Lane County (Eugene, OR)
- Goodwill Industries of North Florida (Jacksonville, FL)
- Goodwill Industries of Toronto (Canada)
- Greater West Town Community Development Project (Chicago, IL)
- Inner Voice, Inc. (Chicago, IL)
- Lakefront Single Room Occupancy (Chicago, IL)
- Lester and Rosalie Anixter Center (Chicago, IL)
- Minneapolis Rehabilitation Center (Minneapolis, MN)
- Northern Minnesota Workforce Center (Duluth, MN)
- Public/Private Ventures (Philadelphia, PA)
- St. Paul Rehabilitation Center (St. Paul, MN)

Serving Welfare Recipients (Current or Former)

- Casa Central (Chicago, IL)
- Chicago Commons (Chicago, IL)
- Curtis and Associates, Inc. (Kearney, NE)
- Curtis Park Community Center (Denver, CO)
- Goodwill Industries of Lane County (Eugene, OR)
- Goodwill Industries of North Florida (Jacksonville, FL)
- Goodwill Industries of Toronto (Canada)
- Greater West Town Community Development Project (Chicago, IL)
- IndEx, Inc. (Tulsa, OK)
- Lester and Rosalie Anixter Center (Chicago, IL)
- Los Angeles County Office of Education (Downey, CA)
- Public/Private Ventures (Philadelphia, PA)
- St. Paul Rehabilitation Center (St. Paul, MN)
- South Shore Community Action Council, Inc. (Plymouth, MA)
- STRIVE (New York, NY)
- Vocational Foundation, Inc. (New York, NY)
- Washington Works, Inc. (Seattle, WA)
- Work Connections Center (Springfield, MO)
- Work Connections Center (West Plains, MO)
- Worker Training and Assistance Program (WTAP)
- Workforce Development Council (Des Plaines, IL)
- Youth Guidance (Chicago, IL)

Serving Low-Income People

- Added Chance Program (Chicago, IL)
- Center for Employment and Training (San Jose, CA)
- Community TV Network (Chicago, IL)
- DePaul University (Chicago, IL)
- Goodwill Industries of Lane County (Eugene, OR)
- Goodwill Industries of North Florida (Jacksonville, FL)
- Goodwill Industries of Toronto (Canada)
- Greater West Town Community Development Project (Chicago, IL)
- Home Care Associates of Philadelphia (Philadelphia, PA)
- IndEx, Inc. (Tulsa, OK)
- Inner Voice, Inc. (Chicago, IL)
- Job Corps
- Job Corps (Denison, IA)
- Job Corps (St. Paul, MN)
- Jobs for Youth (Chicago, IL)
- Lakefront Single Room Occupancy (Chicago, IL)
- Lester and Rosalie Anixter Center (Chicago, IL)
- MacKinnon Training Center (Southbridge, MA)
- Minneapolis Rehabilitation Center (Minneapolis, MN)
- Project QUEST, Inc. (San Antonio, TX)
- Public/Private Ventures (Philadelphia, PA)
- St. Paul Rehabilitation Center (St. Paul, MN)
- STRIVE (New York, NY)
- Washington Works, Inc. (Seattle, WA)
- Work Connections Center (West Plains, MO)
- Work Connections Center (Springfield, MO)
- Workforce Development Council (Des Plaines, IL)

Serving Non-Native Speakers of English/Hispanics

- Casa Central (Chicago, IL)
- Center for Employment and Training (San Jose, CA)
- Erie Neighborhood House (Chicago, IL)

Serving Adjudicated Youth/Ex-Offenders

- Center for Employment and Training (San Jose, CA)
- Gulf Coast Trades Center (New Waverly, TX)
- Lester and Rosalie Anixter Center (Chicago, IL)
- Vocational Foundation, Inc. (New York, NY)

3. Programs by State

California
- Center for Employment and Training (San Jose)
- Central County Occupational Center/Program (San Jose)
- Conservation Corps (Los Angeles)
- Los Angeles County Office of Education (Downey)

Colorado
- Curtis Park Community Center (Denver)

Florida
- Goodwill Industries of North Florida (Jacksonville)

Illinois
- Added Chance Program (Chicago)
- Casa Central (Chicago)
- Chicago Commons (Chicago)
- Community TV Network (Chicago)
- DePaul University (Chicago)
- Erie Neighborhood House (Chicago)
- Greater West Town Community Development Project (Chicago)
- Inner Voice, Inc. (Chicago)
- Jobs for Youth (Chicago)
- Lakefront Single Room Occupancy (Chicago)
- Lester and Rosalie Anixter Center (Chicago)
- Operation Uplift Training Institute (Maywood)
- Private Industry Council Training Institute (Waukegan)
- Workforce Development Council (Des Plaines)
- Youth Guidance (Chicago)
- YouthBuild McLean County (Bloomington)
- YouthBuild Rockford (Rockford)

Iowa
- Job Corps (Denison)

Massachusetts
- MacKinnon Training Center (Southbridge)
- South Shore Community Action Council, Inc. (Plymouth)
- YouthBuild U.S.A. (Somerville)

Michigan
- Focus:Hope (Detroit)

Minnesota
- Job Corps (St. Paul)
- Minneapolis Rehabilitation Center (Minneapolis)
- Northern Minnesota Workforce Center (Duluth)
- St. Paul Rehabilitation Center (St. Paul)

Missouri
- Work Connections Center (Springfield)
- Work Connections Center (West Plains)

Nebraska
- Curtis and Associates, Inc. (Kearney)

New Jersey
- The Work Group (Youth Corps) (Pennsauken)

New York
- Children's Aid Society (New York)
- STRIVE (New York)
- Vocational Foundation, Inc. (New York)

Oklahoma
- IndEx, Inc. (Tulsa)

Oregon
- Goodwill Industries of Lane County (Eugene)

Pennsylvania
- Home Care Associates of Philadelphia (Philadelphia)
- Public/Private Ventures (Philadelphia)
- STRIVE (Philadelphia)
- YouthBuild Philadelphia (Philadelphia)

Rhode Island
- University of Rhode Island (Providence)

Texas
- Dallas Youth Services Corps (Dallas)
- Gulf Coast Trades Center (New Waverly)
- Project QUEST, Inc. (San Antonio)

Virginia
- Jobs for America's Graduates (Alexandria)

Washington
- Washington Works, Inc. (Seattle)

Federal Government
- Job Corps
- Worker Training and Assistance Program (WTAP)

Canada
- Goodwill Industries of Toronto (Toronto)

"*Soft Skills Training* is well organized, filled with information, and very accessible. It should be useful to community based organizations, schools, cities, counties, and states as they implement the Workforce Investment Act."

—Alan Zuckerman
Executive Director,
National Youth Employment Coalition

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